CWP 25 March '66

Judith → CWP

CWP 211.1

New Bedford People, Interests & Issues

I Jim Sledd:
a) down w flu :. could not visit
b) thinks Keith is relatively safe
c) good point: follow poverty program investigation charges closely. When criticism is made, it must not be empty.

II New Bedford:
a) Std-Times (Charles Buffum & Everett-Joe-Allen)
i) Undecided re Polish-built stern trawlers w B.C.F. counter-part funds. Issues are still plastic
ii) In favour of 12-mile limit legislation. Cited, however, that Canadians may off load fish in Lubec, Me. when caught within 12 miles of our coast if law is passed. Furthermore, all agreed that 12-mile legislation would not protect fish much, but would have U.S. join rest of world in extending off-shore rights.
iii) Behind legislation (Viobin interests, etc.). Noted 7 Billion lbs off-shore potential annually. Debated whether to have joint built and leased facilities. Magnuson (Feb-March) inserted statement by Ezra Levin in Congressional Record
iv) Joe Allen has mixed feelings re Government supported accident and hull insurance rates. Doesn't know how much or what type of govt guarantee is needed.
v) Need good interest re my idea to transfer or locate new B.C.F. facilities in New Bedford (2nd in $ value and 7th in nation landed lbs).
vi) Expression of interest in tying together Manpower Retraining with Rodman, with State Office of Employment Security. On 16 March '66 Justin Shriver announced a need for shackers, which indicates a large need since in '61 shackers only shipped in Summer, not in Spring
vii) Both editors did not know much about the proposed $3 MM French Terminal at St. Pierre et Miquelon, Newfoundland. Issues are complex but hinge on present U.S.-Canada tariff agreements allowing duty-free fish to enter U.S. If French proceed as plan, she will be handling all fish & all nations fishing on Georges & Grand Banks in N.W. Atlantic.

viii) John F. Dolan on 3 March 66 introduced a bill (H-257) calling for a Marine Fisheries Fund. I believe it bears looking into.
iv) Article in Std-Times 10 March 66 called for a Fishing Vessel Sales Tax.

b) Keiths New Bedford office:
i) Saw and met Tillie Silvia, and in general chatted about current political and civil temperament
ii) Read Std-Times article on call for investigation of Rodman. After looking at copy, I believe that Sledd is correct in wanting follow up. This was not an idle accusation (high teacher-trainee ratio, lack of discipline, mis-awarding of sat-contracts, criminal & mental records, etc). Must give results from Powell, and diligently pursue issues.
iii) My suggestion, tie in fishing industry with Rodman. Union OKs this.
iv) Home Alvin Tapes run when Navy (USS Haist) raises 4th H-bomb.

c. Fishermens Union:
i) Talked with Jack Austris (?) in absence of Austin Shuman
ii) Informal poll on issues were: II, a, i (−); II, a, ii (+); II, a, iii (+); II, a, iv (+); II, a, v (+); II, a, vi (+); II, a, vii (?)
iii) Worried about demise of scallop fleet and individual earnings - last year c $12,000, this year c $6,500. Expressed concern over scallops staying up.
iv) Admitted some concern over U.S.-Construction-differential subsidy program. Only foreign bid was in Portugal and firm had no practice in building fish boats (only steamers & 10-foot collision bulkheads). 4th G, * the Mobile firm submitting 87 M bid. Encouraged over Fullers new works in Boothbay (John K. Hall)(110-foot, wooden), but disliked yacht + design features.

d) Hurricane clyde:
i) George Adams (Mystic Seaport chief rigger, worked out of New Bedford) claims it "man's monument to imbecility."
ii) Cost $17 MM. Why not Dutch dyke, or Outer N.C. banks dunes scheme to lessen cost.

iii) What happens when water enters (and it will) - can the locks let it out. They already have 5 foot rise at present. Can fish boats run in & port when caught outside? Can C.G. cutters get out for help when locks closed? What about sewage pool present effect? What about silting effect? At present, ground-floor waterfront apartments have lost their rental value - so view, what has been the total value of marine damage in the past compared with cost of dyke?

e) Facilities viewed but not visited:
i) Viobin Corporation reduction plant
ii) Norwegian Marine Terminal
iii) Quaker Oats cat-food plant

f) People who should have been seen: Harold Jensen?
i) Austin Skinner (absent)
ii) Karl Larsen (plant mgr for Viobin) who claims that they have had a process for the past 4 years which is cheaper than present B.C.F. reduction plans
iii) Octavio Modesto (Seafood Producers)
iv) Quaker Oats people
v) Various fishermen: Andre Kestris (Latvian), Martin Manly (American) Jerry Shoemaker (Swedish), Roger Boucher (Newfoundlander), Danny McCullagh (Boston, Irish)
vi) Mariners Home people
vii) Howard Nickerson (no longer onboard Lead). I believe still working for Ashley Drummond (Curious reading from Trillie)
viii) Standard-Times people: Don ~~Hartley~~ Marley, Bradford Hathaway

g) Impressions gained and Opinions expressed:
i) Morris Gill (Providence Law, but old Cape Coddler) says Keith has excellent reputation together with Jones
ii) Many "Help Wanted" signs in New Bedford - mostly textiles and small manufacturing.

CWP
2.1.4 (4)

iii) Highways into and out of New Bedford are in rocky shape. What about more Federal assistance?
iv) Bad slums in South end near the South Marine Terminal and behind the super-dyke.

III Cape and Islands Campaign
a) Hit as soon after April 15 (Income tax) date as possible. People home no income till June. Use stick and carrot. Also, talk before summer people come. They are reasonably intelligent, but have nothing to dispell ennui during summer and might provoke issues.
b) Hit various issues
i) S.B.A. + S.B.I.C. Defense education loans (Farm + town land) Home owners improvement funds.
ii) Tourism that stays, not one for day and gone (be careful of hydrofoil issue). Industry locating on islands.
iii) Stress Shipyards (Blount stem bow line effect for swordfish). Stress state and federal fisheries (Oak Bluffs lobster station, etc).
c) Stay overnite w wife + girls
i) rent car, spend money
ii) visit Menemsha (Benj. A. Mayhew), and Hiebenbogers at Gay Head
d) With coming of June, work back to New Bedford, Plymouth, etc.

IV. Conclusions & Recommendations
a) Need to spend 2-3 days in New Bedford going over news issues and meeting people I did not have time to see on March 25th.
b) Pennies list of issues and forums
c) Keith looks strong, but threat of Harrington is ever present.

New Bedford

John V Mahoney
B.C.F. statistician (landings)

New Bedford
Jan 65
2 — 6 San Pedro
17 mm V# 32 mm
136 mm lbs 3 3/16 mm
6th place

Lobster interest

Dr ~~Jr~~ Jonatha Leiby (Woods Hole)
Chairman Research Vessel Operators Council

Jan 66
N.B.
20 mm
+
147 mm lbs
7th place

San Pedro
33,6 mm
+
330 mm lbs

Problems
1) effectively offsetting foreign competition which finds foreign products taking over more & more of domestic mkt,
2) Limitations on extent of demand for fishery products (stable / acute competition)
3) Competition from other fishery sectors
4) Lags in increasing efficiency & productivity in vessels & processing equip
5) Tax problems involved in rising costs of operations of fishermen

Joint ~~Study~~ study of New Bedford seafood processing industry by the Research Foundation of Southeastern Mass. Technological Institute, New Bedford Board

Brother Herman E. Zaccarelli, C.S.C.
director, Food Research Center for Catholic Institutions
Stonehill College

Federal Reserve Bank of Boston
New England fisheries economics 11 Dec 65
(with them ("meaningful legislation")

Feb 12 Bartlett release

1) Feds construct new vessels & demonstrate new methods of fishing
new unused fish resources
2) develop automation in harvesting & processing
3) - new & high quality products in safety service designed & attract
4) establish union state commercial fishing regulations
5) develop F.P.C.

U.R.I.

Fifth annual Fisheries Forum 6 March CC
Don McKernan spoke

16 Mar 66

Shriners calls for more shrimp

March '58

13 articles in Oceanography

Huntley Bickley report N.E. industry

CWP 2.2.1 NICKERSON

LEG: OPEN SPACE

NAR 9

January 16, 1967

Norton H. Nickerson, Member
Town of Dennis
Conservation Commission
South Dennis, Massachusetts

Dear Mr. Nickerson:

Thank you very much for your thoughtful letter urging my support of the budget request for funds to purchase open space - as well as providing me with a copy of a letter sent to the President.

As you know, during my years here in the Congress - I have always supported conservation issues. During my recent visit to the towns on the Cape, I was interested that so many communities were very actively engaged in the open space program.

Your thoughtful comments will be of considerable assistance to me when the budget request comes before the Congress for consideration.

Sincerely,

HASTINGS KEITH
Member of Congress

HK:jjr

January 15, 1957

Dayton W. Clarkson, Manager
Town of Dennis
Independence Centralville
South Dennis, Massachusetts

Dear Mr. Clarkson:

Enclosed you may find the final development layout plan of the Dudley Peninsula for Town Meeting as you requested. I am also enclosing a copy of a letter sent to the Selectmen.

As you know, Maurice Ivy spoke here in the Company a few months ago concerning a cooperative planning program with the Town on the Cape. I was impressed [illegible] so many communities seem very actively engaged in the open space program.

Some thoughtful consideration will be of considerable assistance to me when the budget request comes before the Corporation for consideration.

Sincerely,

Maurice Ivy
Manager of Planning

MI:lr

CWP 2.2.2

TOWN OF DENNIS

CONSERVATION COMMISSION

JAN 5 1967

South Dennis, Mass.
January 1, 1967

Dear Representative Keith:

The enclosed is a copy of a letter sent to the President regarding expenditure of Federal funds for purchase of open space by municipalities.

Your support for inclusion of a substantial amount for this purpose in the budget of HUD for FY 1968 is earnestly requested.

For the Conservation Commission,

Norton H. Nickerson

Norton H. Nickerson
Member

CWP 2.2.3

TUFTS UNIVERSITY

DEPARTMENT OF BIOLOGY

January 1, 1967

MEDFORD, MASSACHUSETTS 02155

President Lyndon B. Johnson
The White House
Washington, D.C.

Dear Mr. President:

Your statements in the press today regarding ability of the nation to finance both the War on Poverty and the Vietnamese War prompt me to write regarding the status of funds for the "Title VII" program in the Department of Housing and Urban Development. This is the program by which open space is purchased through cooperative funding at local and federal levels. Since this program typifies federal blessing of home-rule decisions, it should be implemented with as much funding as possible.

As a professional biologist and as a member of the Conservation Commission of Dennis, Mass., whose voters will be asked to set aside 2000 acres this year, I urge you to include as a minimum $250 million for this program in your budget for FY 1968. My personal feeling is that an expenditure of twice this amount is fully justified because it is being made to preserve beautiful areas of this country for our future citizens. Once gone, marshes, dunes, prairies, deserts and forests cannot be re-created.

You have established a fine record in conservation and in pollution abatement. Open spaces which are kept open, especially in our populated areas, will serve as eloquent monuments to your forethought for others for generations.

I hope you can agree and that you will take steps to assure that living areas for all Americans do not become just a passing dream of the mid-60's.

Sincerely,

N. H. N.

Norton H. Nickerson
Associate Professor of Biology

cc: Mrs. L. B. Johnson
Secretary Robert Weaver
Senator Edward W. Brooke
Senator Edward M. Kennedy
Representative Hastings Keith

MAR 10

February 16, 1967

Mr. James H. Hubert
104-65 165th Street
Jamaica 33, New York

Dear Mr. Hubert:

Thank you for your letter of February 3rd voicing your support of my stand on the preservation of the Gay Head Cliffs.

Although the allocation mentioned in the Gazette is for erosion study, it is quite possible that the results of the study may come up with positive suggestions for improvement of the entire area.

As you know, Secretary Udall of the Interior Department is interested in Gay Head. With the strong backing of Interior I'm sure we will see action.

Sincerely,

Hastings Keith
Member of Congress

HK:cs

8/11/1967

HK

FEB 6 1967 24

Association for ADVANCEMENT OF NEGRO COUNTRY LIFE

INCORPORATED

LOG CABIN CENTER — MAYFIELD, GEORGIA

CWP23.2

A COMMON SENSE EDUCATION IN SOIL CONSERVATION · GOOD FARMING · GOOD LIVING

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Exec. Dir.-Treasurer

MABEL H. WARNER
Secretary

SHERYL BROOKS
Asst. Secretary

February 3, 1967

Hon. Hastings Keith
House of Representatives
Washington, D.C.

Dear Mr. Keith:

As a summer resident of Gay Head for many years, and as Community Leader of the town, some years ago, may I voice my apprciation of what you have done toward preserving the Gay Head Cliffs? I have long wished that some one would manifest such interest.

I note from the Gazette that allocation is for erosion study. Is it possible that this appropriation may extend beyond a mere study. It seems to me that much could be done to make the Cliffs more enjoyable to those who come each summer to partake of this scenery. Perhaps something can be done, not only to preserve, but to assure more fitting accommodations.

Very truly yours,

James H. Hubert

JHH/sb
104-65 165 Street
Jamaica 33, N.Y.

8/11/1967

AWP 2-3-3

New Englanders got on well with the wild . . . t

Ho for the Annual County Fair

VINEYA

Island of Martha's Vineyard, seven mile
coast of Massachusetts. Winter popula
summer, 40,000. Twenty miles from city o
eighty miles from Boston, and 150 miles f

Volume 122, Number 15B. Established 1846.

SURVEY OF CLIFF EROSION FAVORED BY GAY HEADERS

Proposal Is Supported by Senator Kennedy and the Governor

The town of Gay Head, represented by a substantial cross-section of its year round and summer residents, supported without a dissenting voice on Wednesday night the proposal to make a survey of the famous painted cliffs by Army Engineers.

Col. Remi O. Renier, of the Corps of Army Engineers, presided at the hearing called for the purpose, which drew about eighty persons to the town hall.

The survey, which is to cost $70,000, will be made to determine whether or not the erosion of the cliffs can be slowed or otherwise controlled. The erosion already has arrived at a state where the complete collapse of the colored clay pile is feared.

Colonel Renier explained that the purpose was to obtain as much information as possible about the cliffs, their value to the town, and any ideas which anyone might have about the methods to be employed.

Approved by Officials

The proposal received the highest approval, together with various recommendations from Sen. Edward M. Kennedy, also from Gov. John Volpe, who was represented by John Hannon, deputy chief engineer of the state Department of Public Works, and letters from various state and federal departments were read, all stating that no objection to the proposal existed.

In his explanation of the plan for the survey, Colonel Renier said that everything in the way of information would be studied, that if it did not appear to be feasible, the money would not be spent at all. But if it were deemed to be feasible, the plan would be presented to the town, and state and federal machinery put in motion to carry it out. Whether or not there might be assistance from Island interests would be asked, how much the project might help the economy of the town, and easements of all lands involved were other questions to be considered.

Those favoring the survey were invited to speak first, stating their knowledge of the cliffs, and indicating their overall views on preservation. At the request of the selectmen of the town, Joseph Chase Allen of the Vineyard Gazette, was called upon first.

Following Mr. Allen, the letter from Senator Kennedy was read by the colonel. Mr. Hannon followed; Wentworth MacKennon, representing the speaker of the House of Representatives, Selectman Leonard F. Vanderhoop, and Clifford Kaye, naturalist and geologist, also spoke.

Garden Club Statement

Mrs. Guy W. Stantial presented this statement on behalf of the Martha's Vineyard Garden Club. It was signed by Mrs. Donald A. Roberts as president and Mrs. Weaver W. Pangburn as conservation chairman.

"The preservation of the Gay Head cliffs is a matter of real concern to the Martha's Vineyard Garden Club (371 members) which has as part of its stated purpose in its bylaws: 'to promote conservation of natural assets and resources'.

"This place of rare beauty is an integral part of the Island of Martha's Vineyard, contributing in great measure to the enjoyment, pride and education of its residents. It is a major attraction to visitors and thus contributes to the economic

[To Page Eight]

Survey of Cliff Erosion Favored by Gay Headers

[From Page One]

base of the Island which depends heavily on tourists. It is of great value to scientists as a geological formation and fossil bed.

"We believe that past and present erosion has represented a great loss in all these respects and that the future prevention of further erosion and the preservation of the cliffs is not only important to Gay Head and the Island but to the whole United States."

The various speakers and the Kennedy letter had all mentioned the progress of erosion, but Saul Wallen, a summer resident, added something more. He said: "Speaking for the Gay Head Community Council, it is not only rain, sea and wind which are eroding the cliffs, it is men, women and children. They walk and climb everywhere and should be kept to paths or otherwise restricted. There is also the matter of trash and litter, and the facilities on the cliffs should assume the responsibility of keeping them clean. Further, it is said that 250,000 persons visit the cliffs annually, and there are no comfort stations. Two hundred and fifty thousand persons will find a way of attending to their physical needs. In a town which has but eighty-two registered voters, little local assistance of financial nature can be expected, but it is not right to spend the government's money unless the job is a complete one."

Great Sachem Speaks

Lorenzo Dow Jeffers, who introduced himself as the Great Sachem of all the Wampanoags, gave a lengthy discourse which wandered far from the subject at hand at times. Favoring the project, he touched upon the nation's indebtedness to the Indian, and of his satisfaction in obtaining recognition in Washington, of his friendship with Senator Edward Kennedy, integration, and his hope that every citizen of Gay Head might enjoy equal rights in the cliffs for commercia purposes.

He suggested that if every visitor to the cliffs paid a dime for the privilege, the revenue so collected would mean a great deal to the town, and he took a slap at outsiders who say they want to help, but said that such help is not needed.

When Colonel Renier asked for objectors to speak, three women were heard, not objecting, but seeking reassurance that the beauty of the cliffs would not be endangered or destroyed by the work contemplated. The colonel said, in effect, that this object would undoubtedly be uppermost in the minds of the planners when the time arrived to consider methods.

Of these, he said, breakwaters, bulkheads, drainage, the use of pumps, and restricted access and travel on the cliffs were all included in the list of methods.

N.Y. Times 8/11/1967

CWP 3.5

NHR 10

Cliff Erosion Is Troubling Martha's Vineyar

Gay Head Residents Studying Accelerated Crumbling

By JOHN H. FENTON

Special to The New York Times

GAY HEAD, Mass., Aug. 10 —Residents of this village on Martha's Vineyard are contending with the frustrations of trying to control erosion of the multicolored cliffs that bring thousands of visitors here each summer.

About 60 persons, most of them representing the 85 families that live in Gay Head the year round, attended a hearing last night at the Town Hall, called by the Army Corps of Engineers to discuss the situation.

But most of the suggestions were offered by "off islanders," including summer residents who return here year after year and take part in community affairs. The 5,700 year-round population of the six towns on the island jumps to 45,000 in the summer. Other thousands make day trips to the 30-mile long island.

The cliffs are situated at the western end of the island, an internationally famous summer resort within sight of the southern Massachusetts coast. The erosive action of the glacial clay that makes up the cliffs creates flashes of red, yellow, black, white and green colors that seem to dance in the afternoon rays of the sun.

Kennedy Summer Home

Three thousand years ago, the cliffs extended almost a mile farther out to sea than they do now, according to geologists. They are sinking into the sea at a rate of about two feet a year, and apparent acceleration in the last five years after nearly a century of relative calm.

Senator Edward M. Kennedy, Democrat of Massachusetts, whose summer home is across the way on the mainland of Cape Cod at Hyannis Port sent a message to the meeting outlining his suggestions for dealing with the situation.

He introduced legislation in 1963 authorizing the Engineers to make an erosion control study. It has been established that erosion cannot be halted and there is no precedent for controlling it.

Mr. Kennedy's suggestions included the naming of a town conservation commission, the construction of breakwaters and a thorough investigation by the Engineers of the total problem "to protect this fragile outpost of scenic beauty and untold scientific value."

Noting that the cliffs were a Registered National Landmark, Mr. Kennedy said:

Engineer Presides

"Their many-layered structure gives us a visible record of the geological development of our continent and provide the only evidence we have of the pioneer ice age."

To the year-round residents, many of them of native Indian descent, the clay of the cliffs is not only a tourist attraction but also a source of material for the pottery they make and sell. Members of the Vanderhoop and Jeffers families, who are widely represented among the 100 or so year-round residents, voiced concern for the cliffs. But they were somewhat apprehensive over possible land taking and local costs.

Col. Remi O. Renier, New England regional chief of the Engineers, presided at the meeting. He was accompanied by Robert B. MacKinnon, act-

Meet With Army Enginee on Ways to Control Situatic

ing chief of the coastal dev opment unit, and Cecil Wentworth, technical head the beach erosion program.

Colonel Renier explain that the meeting was mere exploratory and that it wou be necessary to get furth funds from Congress for a remedial measures. And I cautioned that the study pha alone could extend throug 1969.

Colonel Renier, noting th there had been no parallel the cliff situation, suggeste that the cost could run int millions. Among the possib solutions, he said, are breal waters, shore revetments, san fill and drainage control.

Saul Wallen of Brooklin Mass., a longtime summer res dent, spoke as a member Gay Head Community Cour cil. He said he had conferre with officials of the Cape Co National Seashore about ero sion measures.

The chief causes of erosio are waves breaking at the foo of the cliffs, rain water gath ering in basins and washin down the 150-foot face of th cliffs, and wind.

Clifford Kaye, an enginee of the United States Geologica Survey, told the meeting tha 5,000 to 10,000 tons of clay were washed into the sea eacl year by natural causes.

Joseph C. Allen, a news paperman on the island for 6(years, said he could remembe when fisherman took bearings on the red and yellow spots or the cliffs. But he asserted there was increasing evidence that the color was leaching out.

S.C. Standard Times
Not dated

2.3.6

Kennedy Offers Plan For Gay Head Cliffs

Special to The Standard-Times

GAY HEAD—Sen. Edward M. Kennedy, D-Mass., has proposed a series of measures including breakwaters to slow the erosion of Gay Head's multicolored clay cliffs—now slipping into the sea at a rate of 2 feet a year.

"Erosion cannot be stopped," he said, "but it can be slowed. If the erosion is not slowed, within 20 years these marvelous red, yellow, black, white and green cliffs will retain only a shadow of their present beauty."

Kennedy's proposals were contained in a statement read last night at a public hearing held by the Army Corps of Engineers at Gay Head Town Hall. The cliffs are on the western tip of Martha's Vineyard Island off Cape Cod.

A Senate Public Works Committee resolution adopted in 1963 asked the engineers to study the erosion problem.

"Three thousand years ago the cliffs extended almost a mile farther out to sea than they do now," Kennedy said.

He proposed creation of a conservation commission by the people of Gay Head, construction of breakwaters by the Army Engineers and installation of drainage channels and a pumping system to reduce damage due to rainfall.

Kennedy said the beauty of the cliffs was "rivaled only by landmarks in the southwestern part of the United States, such as Bryce Canyon and the Painted Desert."

He added that the cliffs are "a treasure trove of geological history . . . a visible record of the geological development of our continent and . . . the only evidence we have of the pioneer ice age."

Kennedy said that waves, rain and wind pound the cliffs, resulting in landslides.

"After half a century of relative calm," he said, "landslides

(Continued on Page 4)

2.3.7

Kennedy Gives Gay Head Plan

(Continued from Page 1)

at Gay Head seem to be on the move again and within the last five years two important new ones have begun to develop."

Study to Cost $70,000

The famed scenic marvel is the subject of an estimated $70,000 Army Corps of Engineers study to seek to find ways to halt sea, wind and rain erosion of the cliffs.

The public hearing last night was attended by approximately 75 year-round and seasonal residents and various federal, state and town representatives. The 1-hour and 15-minute hearing was conducted by Col. Remi O. Renier, regional head of the corps. Also present were Robert B. MacKinnon and Cecil E. Wentworth, coastal development engineers.

No person spoke in opposition to the proposed anti-erosion project. However, several questioned whether the survey itself might include experiments that could mar the beauty of what is left of the 1.3-mile section of cliffs under consideration. The question of eventual control of the cliffs also was raised.

Col. Renier stressed that the survey is the only matter under consideration at present and once recommendations are made by the Army Corps of Engineers they must be approved by the governor before Congress acts on the project, the cost of which is expected to run into hundreds of thousands of dollars. He also dispelled any thoughts that the project might be started soon.

"This study will run into 1969," the corps officer informed the attentive gathering. He pointed out that local financial assistance usually is required but that the amount would not be determined until the survey is completed. He also indicated that if the work is carried out some sort of federal control of the cliff area is likely.

Erosion, Tide Action

The problem at the cliffs reportedly involves shorefront erosion from wave and tide action, interior seepage by rain with a resulting "slumping" and erosion runoff down the face of the cliffs. Possible steps under

...and inshore breakwaters, sand-fills and groins, drainage control including a system of pumping and the creation of restricted walkways atop the cliffs.

Clifford A. Kaye, a U.S. Geological Survey expert, reported he had made a study of the loss of clay from the cliffs and estimated that upwards of 10,000 tons a year are swept into the sea. He disputed claims that visitors take large amounts of clay by reporting that each of the estimated 200,000 yearly viewers of the cliffs would have to carry away 200 pounds of clay to equal what is lost to the forces of nature.

Speaking in favor of the survey and expressing hope that the erosion control measures will be adopted was Joseph C. Allen of Vineyard Haven, who termed the "wastage and changes" in the cliffs over the years as "shocking."

Sen. Kennedy declared in his letter read by Col. Renier, "This is a registered national landmark that is important to the Vineyard, the United States and the world."

Represents Volpe

John T. Hannon, deputy engineer of the Department of Public Works, represented Gov. John A. Volpe and assured the Army Corps of Engineers of the governor's complete cooperation. Rep. John G. Clark, D-East Hampton, spoke in favor of the project and pledged his and House Speaker John Davoran's support.

Gay Head Selectmen Leonard F. Vanderhoop and Luther Madison both cited the loss of much of the color from the cliffs during their lifetimes. Saul Wallen, representing the Gay Head Community Council, charged that "erosion through the forces of man was also proving a peril to the cliffs. He also called for construction of public restroom facilities.

Lorenzo D. Jeffers, 74, supreme Sachem of the Wampanoag Indian tribe and a former Gay Head resident, expressed his pleasure at the prospect of federal action to preserve the cliffs.

Letters from the Martha's Vineyard Garden Club and various federal agencies were read. The Garden Club spokesman lauded efforts to retain the beauty of the cliffs and termed them "a place of rare beauty, an integral part of Martha's Vineyard."

...ported in the American sector ... since last November ...

Standard-Times 2.3.9
not dated

POCR

Sports The Stan
New Bedford, Mass.,

Study Made To Save Cliffs At Gay Head

WALTHAM, UPI — The Corps of Engineers is studying means of arresting the erosion threatening the "painted" cliffs at Gay Head on Martha's Vineyard, a Natural Historic Landmark dating to the glacial period.

Officials said relentless earth turbulence formed the cliffs. Wave action and interior seepage have carved away sections of the cliffs up to 100 feet in some areas.

The 1.3 miles of cliff give the effect of being "painted" when the sun's rays reflect off the red, white, yellow, green and black hues formed by the stratification of sand on clay.

Estimated cost of the study is $70,000. A public hearing has been scheduled for 7:30 p.m. Wednesday at Gay Head Town Hall to discuss the situation.

TO THE CITIZENS OF THE TOWN OF SANDWICH:

The following are questions which the people of Sandwich may have asked themselves regarding the possible consequences of selecting a site adjacent to or on the marshlands for the proposed sewage disposal plant. Answers to these questions are provided by members of the staff of the Woods Hole Oceanographic Institution*, Graduate School of Oceanography at the University of Rhode Island**, the scientific literature and the author's original data obtained under the direction of Dr. John T. Conover, biological oceanographer.

1. Could the marshlands serve as a leaching area for sewage effluent?

It appears from the engineering report that to remove the sewage effluent from the open sand filter beds, a small area in the marsh will be excavated to form a well filled with rock and gravel into which the effluent will drain by way of a pipe. The pipe discharges into the well at mean water level (half way between high and low water). The engineers evidently expect the sewage effluent to leach from the well into the marsh peat and underlying sand and gravel. The fallacy of this assumption is that the water table in the marshland does not change with the 8 foot rise and fall of tide level but varies only a few inches due to the spongy nature of the peat. Obviously this water in the peat does not drain rapidly either horizontally into the creeks or downward into the sand and gravel subpeat sediments. How can one expect to leach sewage effluent waters into a saturated, spongy, peaty, soil or into the saturated underlying sediments? Anyone can see for himself how saturated the marsh is by digging into the surface of the peat long after flood tide has passed.

These conclusions are substantiated by published accounts in the scientific literature, opinions by members of the Woods Hole Oceanographic Institution, and boring and salinity data obtained by the writer. According to Taylor (1938) the water table in a mrsh remains rather constant. Chapman's(1940) work indicates that "There was remarkably little movement of the water-table in the peat .... At no time was any evidence obtained which indicated that there were greater fluctuations in the water-table near creeks and ditches when compared with areas more remote. This suggests that drainage differences horizontally are very small ...."

Recently the writer took some borings and measured the salinity (with a Beckman salinometer) and movement of water in these boring holes on the Sandwich marsh north of Ox Pasture Neck. The following conclusions were drawn from

* Dr. Howard L. Sanders, Dr. Robert R. Hessler, Mr. George R. Hampson questions 1, 2, 3, 4, and 5; consultation with Dr. Alfred C. Redfield on questions 1, 2, and 3.
** Dr. John T. Conover

these data: The peat represents a very old marsh which has taken about 2,500 years to develop if compared to the Barnstable marsh (Redfield and Rubin, 1962). The marsh peat ranges from 2 feet at the landward edge to over 12 feet thick near the creeks. The peat in turn is underlain with sandy, clayey sediments containing a poorly sorted range of clays, sands, and gravels which resist the free percolation of water: a well documented characteristic of poorly sorted glacial sediments. The water table in the Sandwich marsh was found to change no more than 2 inches during an 8 foot change in the tide from flood to ebb.

When a boring hole is made through the peat and into the subsurface sediments the hole fills rapidly with water from below. Rather than draining away through the underlying sediments the water stands in the boring hole at the level of the water table in the peat. If the boring holes fill rapidly to the level of the water table, is it not reasonable to assume that the rock-filled well constructed for "leaching" sewage effluent, will also fill and retain the same water table level, despite changes in tide level? Where will the sewage effluent go? Certainly the marshlands will not serve as a leaching area as stated in the engineer's report. The only plausible route that the thousands of gallons of sewage water can take each day is upward and out over the surface of the marsh and into the creeks.. This is HARDLY LEACHING!

2. <u>Would the sewage effluent once released into the marsh creeks spread into other areas of the marsh system or move directly out to sea on each ebbing tide?</u>

As the residents of this town know, the Sandwich marshlands and system of creeks form a natural basin-like area with a single narrow opening to the sea. During every tidal cycle almost the entire body of water over the marsh and in the creeks drains and fills through this narrow opening. Any fresh water entering the marsh system would spread out on the surface of the heavier (denser) salt water which enters from the sea. If this fresh water includes a large fraction of sewage effluent it could be largely retained in the marsh system due to the following processes. Rittenberg et al (1958), state "It has been shown by following the distribution of effluent tagged with radio active scandium ... that essentially all the effluent discharged from the outfall (of a sewage plant) rises to the surface of the ocean ...." In the marsh the effluent being lighter (lower density) than sea water and containing oils, waxes, soaps, and detergents as well as other dissolved organic and inorganic salts, will spread out over the heavier (denser) salt water. As the marsh is inundated during flood tides the surface film could spread out over the marshland, along the beaches and shoreline of the entire area. Light winds would greatly augment this movement of surface film. Some of the effluent contents will be carried out of the marsh system to sea and east or west along the beaches on the next ebb tide but much will be

retained as a coating of scum on solid surfaces at the upper part of the beaches and over the marsh grass as well as in pools and ditches throughout the marsh.

In Water Quality Criteria (1963) (See last page, literature cited) it is urged that "Any sanitary engineer, confronted with the problem of disposal of sewage or other wastes into a tidal estuary, must recognize that the problem of dilution (of sea water and polluting sewage effluent) is exceedingly complex and not capable of precise theoretical evaluation. Each tidal estuary presents problems ... that distinguish it markedly from other estuaries, and consequently each must be studied carefully." In the engineering report there is nothing to indicate that any study of the hydrography of the Sandwich marsh system has been made by the engineering firm.

Some idea of the problem of waste disposal in our semi-closed marsh system can be observed by any resident who cares to go down to the marsh on an incoming tide and watch surface scum and even blobs of suds moving back up into the marshes through Mill Creek. This represents a small volume of waste water compared to the thousands of gallons of sewage effluent that would enter our creeks daily if a sewage plant is ever erected in the "front yard" of the town of Sandwich.

3. How would the rich mineral content of the sewage effluent waters effect the marshland?

The release of mineral-nutrients, such as nitrates and phosphates, which are usually high in sewage effluent outfalls, when discharged into marine environments, stimulate growth of many marine plants (Copeland et al, 1965) including seaweeds and phytoplankton (one celled plants) in the water courses of the marsh. The growth of these organisms could be so excessive that the oxygen supply in the water and sediments would be exhausted. The flats and creeks would become fouled, as secondary pollution develops, and could become black, stenchy, mud-filled ditches and waterways reeking of hydrogen sulfide and decaying vegetable matter. Fish and shellfish could no longer inhabit this area. Within a year or so air pollution by sulfide fumes could cause the paint on houses to turn black. The odor could be so nauseating that people would be discouraged from living near the marshland. These predictions are no exaggeration. If one takes a trip northward from Boston and Chelsea to Cape Ann, Portsmouth and Cape Elizabeth one becomes aware of the destruction of the salt marshes in these areas where once stood beautiful resort communities. These marsh areas have now become undesirable waste areas reeking of sulfide fumes. Homes along the marshland areas are blackened and unsightly. The wildlife is greatly reduced and the waters are closed to the taking of shellfish. These conditions were largely brought about by over-fertilization of the marshland and river waters in those areas.

4. What microorganisms that cause diseases in man are known to occur in domestic sewage effluent and can survive in sea-water?

The sewage effluents discharged from modern processing sewage plants include Staphylococcus aureus; tuberculosis bacilli; Salmonella, a genus which causes typhoid and paratyphoid fever; cholera and various dysentary producing organisms; as well as other enteric pathogens (intestinal disease producing organisms). Many of these organisms will survive in sea water from hours to weeks according to many experimental studies (Paoletti, 1965; Water Quality Criteria, 1963).

Even though the numbers of these pathogenic (disease-producing) organisms which might survive would be small compared to the number in raw sewage, there is no routine, general bacteriological test or suitable treatment method known that can assure us that these organisms would not survive treatment and be present in a refined sewage effluent (Water Quality Criteria, 1963). Intestinal viruses such as those which cause infectious hepatitis and poliomyelitis are known to be present in sewage effluents and may survive for days in sea-water. In a paper by Rittenberg et al (1958), it was found that the distribution of indicator bacteria, coliforms (organisms which are found in all animal wastes and usually parallel in number and occurrence the more deadly pathogens which may be present), do occur in great numbers around sewage effluent outfalls and along the coast of California near San Pedro, it was found that "...sediments as far as three miles from the outfall have coliform populations measured in thousands or even tens of thousands per cm^2... Since the coliforms are present there is no known reason why enteric pathogens (disease producing organisms) could not be present in the same environment." (Rittenberg et al, 1958).

As stated in Water Quality Criteria (1963), "Bivalve mollusks (oysters, clams, and mussels), by the very nature of their feeding mechanism, tend to concentrate and accumulate viruses and bacteria, including pathogens, from the overlying water." In addition, water fowl, including ducks and sea gulls, are known to pick up bacteria on their feet while feeding in sewage outfall areas and to carry these organisms to other bodies of water (both fresh and salt?) (ibid).

The plant design recommended by the engineers uses a "tertiary" processing method which could permit 100,000 to 200,000 coliforms/100 ml. to persist in the effluent "leached into the marsh." It takes only one pathogenic or disease-producing microorganism to start a serious illness. The important thing to remember is that an effluent may be of "high purity" according to the sanitary engineer's standards in terms of coliform bacteria counts but there may still be present disease-producing organisms which could be a serious hazard to human health. This condition is especially true in restricted harbors or marshland areas where sewage accumulations which have been swept seaward on the ebbing tide may be returned on a flooding tide.

To give the reader some idea what Public Health authorities consider relatively safe limits for water usage as related to coliform counts in contrast to sewage data, Table I, provides one whith some understanding of water quality requirements: (Note: 1 quart equals 946 milliliters or 100 ml equals about 1/10 quart)

Table I

Source or usage	Coliform counts per 100 ml
drinking water (treated or untreated)	No more than 1
water approved for processing as drinking water .	500 to 5,000
sea-water approved for taking of shellfish . . .	Median of 70
raw sewage	10,000,000+
sewage effluent after primary treatment (80%)*. . .	2,000,000
sewage effluent after secondary treatment (90%)*. .	1,000,000
sewage effluent after tertiary treatment (98-99%)*.	100,000 to 200,000

*(per cent of coliform bacteria removed in the process)

5. Would the health hazard in the marshland be eliminated if 98 to 99 per cent of the bacteria are removed from the raw sewage in the disposal process as stated by the engineers?

It really does not make any difference if you do destroy 98 or 99 per cent of the bacteria in the sewage disposal process because the marsh environment will provide optimum conditions for the growth of some species of bacteria and other microorganisms. Bacteria can reproduce at a fantastic rate resulting in tremendous populations of these organisms in a short time. Due to the hydrographic features of the semi-closed Sandwich marsh drainage system, the bacteria and other organisms retained in the sewage effluent could be spread to all parts of the marsh. We do not know how many of the bacteria that survive could be pathogenic (disease producing). The growth of bacteria might cause some real health problems.

6. What would be the possible consequences of adding industrial wastes to the sewage system in the future?

In their report the engineers state that in the sewage system design they are "taking into consideration domestic and industrial waste." They also state that the sewage handled is classified as "normal domestic sewage", industrial wastes being largely absent. At present this is true, there is little industrial waste to be considered but what will occur in the future if toxic industrial wastes are added. There is a large volume of information in Water Quality Criteria (1963) and pollution literature concerning the damaging effect industrial wastes can have in river and estuarine environments.

7. Why does the engineering report give such a low estimate for the number of residents that will be connected to the proposed sewage system by the year 1990?

According to the engineering report "the population connected to the proposed system in the year 1990 is estimated to be 8,162 summer residents, 5,800 summer transients, 2,816 winter residents, and 750 winter transients." Although these figures are supposed to be an estimate of the number of people connected to the sewage system in 1990, they are according to the Wareham Courier (Sept. 21, 1967) the present population figures for the town. From the Cape Cod Chamber of Commerce the writer has learned that the population for the town of Sandwich in 1965 was 2,438 and that each year the town is expected to increase in population by 8%. By 1990 this would result in a total year-round (permanent winter residents) population of 16,837. The 2,816 that the engineers estimate will be connected to the sewage system by that time represents only 16.7% of the projected total permanent population. Is such a small proportion of year round residents (as well as summer residents) actually expected to be connected to the system or is this a gross error on the part of the engineers?

Obviously if the Cape Cod Chamber of Commerce's 8% per year growth estimate is at all reasonable, the volume of sewage effluent that will be discharged from the plant will be far greater than indicated in the engineering report. The effect on the marshland and beach environment of the Town of Sandwich will be many times greater than predicted in this account. It is interesting to note that the engineers have designed head works where raw sewage enters the plant in which the "units will each have a capacity of 3.0 million gallons per day."

8. What type of location do many of the residents of the town of Sandwich feel would be suitable for a sewage disposal plant?

Over 500 people of the town of Sandwich have indicated their preference, by petition, to choose a site in an area that is far removed from the marshlands and uplands bordering the marshlands or beaches of our town. Further, that the site be remote from any residential area. If anyone who has not signed the petition and would care to do so, he or she will find petition sheets at the following locations:

The Colonial Market, Rte 6A, East Sandwich
Russell's Market, Main St., Sandwich

9. How far advanced are plans for the selection of the site adjacent to the marshlands for the proposed sewage plant?

It would appear that the plans for the selection of this site may be in an advanced stage at this time for the following reasons: the engineering plans for the plant and cost estimates were designed only for the Ox Pasture Neck site; the owner of Ox Pasture Neck was approached by a selectman in August, 1967 and told that this land has been selected as THE site for the sewage plant; he advised the owner to make no further improvements on her home; the owner's family was also informed that the next step was to sit down and talk money; the selectman also stated at that time that the town officials were drawing up a proposal requesting the government for matching funds to construct a sewage disposal plant on the Ox Pasture Neck site. Other selectmen have stated that the final decision on the site has not yet been made. The owner's family have clearly stated to the selectmen that the Ox Pasture Neck property is not for sale at any price for a sewage disposal plant. The next step, as explained by an official of the State Department of Natural Resources, Division of Water Pollution Control, is to hold a public hearing in Boston of the Board of Health and the Division of Water Pollution Control, to make a decision on the plant site in Sandwich. This Hearing is expected to be called anytime, this official asserted. This public hearing would give the people of Sandwich an opportunity to voice their opinions which could weigh importantly in the decision. The people of Sandwich were not informed of the proposed site of the plant until mid-September, 1967 even though the engineer's report was submitted in October of 1966. Now the people are being informed of the possible consequences to the town if this site is approved. Isn't it about time the selectmen publically informed the people of the town of Sandwich, and clearly stated what they intend to do regarding the selection of a site adjacent to marshlands or beaches?

In answer to a letter to President Johnson by the writer regarding this problem, a lengthy letter from the Department of the Interior was received, pointing out that purchase of the site and funding of the project will both be subject to the decision of the local voters. Ultimately, if the selectmen procede with plans to select the Ox Pasture Neck site, at a town meeting this issue will come directly before you, the people of Sandwich. Further, wrote the commissioner, the administration would assure us that they intend to do everything possible to require that projects receiving federal funds be in keeping with the provisions of the Water Pollution Control Act as well as in accord with President Johnson's campaign to preserve our Nation's natural resources and beauty.

# # #

Norma Y. Persson

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CWP 3.1.1

July 14, 1971

Office of Selectmen
Town Hall
Nantucket, Massachusetts 02554

Gentlemen:

Recently the U.S. Army Corps of Engineers furnished me with status reports on studies and projects in your town.

I am enclosing copies of these reports for your information.

If questions result, the New England Division, Corps of Engineers, should be able to supply you with more detailed information.

If, beyond that, I can be of assistance, please call upon me.

Best wishes.

Sincerely,

HASTINGS KEITH
Member of Congress

HK:avn

CWP 3.7.2

June 1971

STATUS REPORT

MADAKET HARBOR, NANTUCKET, MASS.

Study Authorization: There is no existing Federal navigation project at Madaket Harbor. A study for Madaket, Smith's Point and Broad Creek in the interest of flood control, hurricane protection, navigation and related purposes was authorized by the Flood Control Act of 13 August 1968.

Estimated Study Cost: $83,000

Status: The study is under way. A public hearing to determine the specific desires of local interests was conducted at Nantucket on 24 June 1970. The barrier beach forming Smith's Point adjacent to Broad Cove was breached by Hurricane Esther on 21 September 1961 forming Esther Island. Because of the opening, extensive shoaling has occurred in the harbor, particularly in part of the navigational channel leading to the Hither Creek boat basin. Local interests desire consideration of a Federal project to close the breach and improve navigation conditions and re-establish the shellfish beds in the harbor area. Funds in the amount of $10,000 have been allocated through FY 1971. The President's Budget for FY 1972 presently before Congress, includes $10,000 for continuation of the study. Contingent upon future appropriations, the study is scheduled for completion by the end of FY 1973.

CWP3.1.3

June 1971

STATUS REPORT

NANTUCKET HARBOR, MASS.

The existing Federal project, as completed in 1930, provides for an entrance channel, 15 feet deep and about 1.6 miles long, from Nantucket Sound to the main harbor, and for two riprap jetties at the harbor entrance. The east jetty is about 6,987 feet long; the west jetty is about 5,755 feet long, of which the outer 800-foot section is inactive. The project, as modified in 1945, also provides for an anchorage and fairway, both 15 feet deep, generally between the main waterfront and Hussey Shoal near the center of the harbor. This portion is inactive as local interests have not met the requirements of local cooperation, including a cash contribution of $31,500. Rehabilitation of the east jetty was completed in 1963. Maintenance dredging to restore project dimensions of entrance channel was completed in early summer 1968. The channel is in good condition at present time.

CWP3.1.4

June 1971

STATUS REPORT

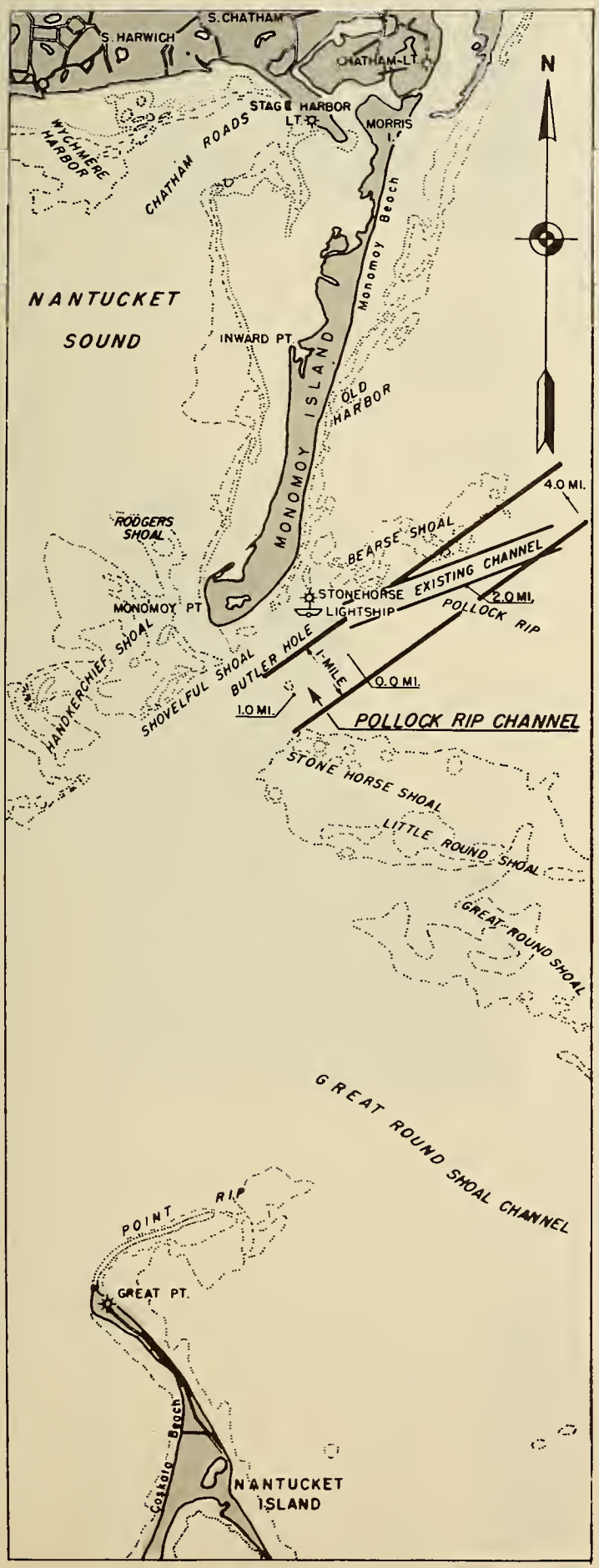
POLLOCK RIP SHOALS AND CROSS RIP SHOALS
NANTUCKET SOUND, MASS.

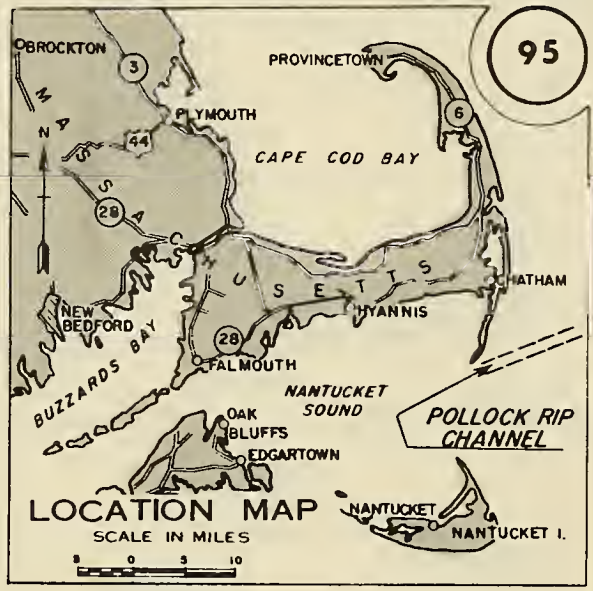
Pollock Rip Shoals: The Pollock Rip Shoals project, completed in 1925, provides for a channel 30 feet deep, 2,000 feet wide and 6 miles long, about 2 miles east of Monomoy Point. The last survey, made in 1966 by the Coast and Geodetic Survey, determined that the project was in good condition.

Cross Rip Shoals: The Cross Rip Shoals project, completed in 1931, provides for a channel 30 feet deep, 400 feet wide and 1.7 miles long, between Halfmoon and Cross Rip Shoals in the central part of Nantucket Sound. The last condition survey, made in October 1966, determined that no maintenance work was required.

There are no new studies, investigations, or project reviews under consideration.

10





POLLOCK RIP SHOALS
NANTUCKET SOUND, MASS.

30 JUNE 1965

IN 1 SHEET SCALE IN FEET

10,000 0 10,000 20,000

DEPARTMENT OF THE ARMY
NEW ENGLAND DIVISION, CORPS OF ENGINEERS
WALTHAM, MASS.

101

EAST FALMOUTH
28
FALMOUTH
LEWIS NECK
DAVIS NECK
WAQUOIT BAY
GREAT POND
SUCC. NESSET PT.
Popponesset Beach
BISHOP AND CLERKS
SUCCONNESSET SHOAL
WRECK SHOAL
ELDRIDGE SHOAL
L HOMMEDIEU SHOAL
HEDGE FENCE
HORSESHOE SHOAL
N A N T U C K E T S O U N D
N
WEST CHOP LT.
EAST CHOP LT
VINEYARD HAVEN BREAKWATER LT.
N. BREAKWATER LT
OAK BLUFFS HBR
VINEYARD HAVEN
OAK BLUFFS
LAGOON POND
EGEKONTAKET PD
M A R T H A ' S
V I N E Y A R D
EEL PD.
EDGARTOWN LT.
EDGARTOWN
EDGARTOWN HBR.
CAPE POGE LT
CAPE POGE BAY
CALEBS POND
CHAPPAQUIDDICK I.
SNOWS PT.
LONG PT.
POUCHA POND
TOM SHOAL
OYSTER POND
EDGARTOWN GREAT POND
KATAMA PT.
KATAMA BAY
NORTON PT.
WASQUE PT.
WASQUE SHOAL
MUSKEGET CHANNEL
MUTTON SHOAL
NORTON SHOAL
EOWAROS SHOAL
HAWES SHOAL
LONG SHOAL
SHOVELFUL SHOAL
TUCKERNUCK SHOAL
MUSKEGET I.
GRAVEL I.
TUCKERNUCK BANK
TUCKERNUCK I.
HALFMOON SHOAL
0.0 MI.
CROSS RIP LIGHTSHIP
2.0 MI.
30' CROSS RIP CHANNEL
CROSS RIP SHOAL
4000'
NANTUCKET BREAKWATER LT.
EEL PT.
SMITH PT.
MADDAKET HBR
BRANT PT. LT.
NANTUCKET
LONG POND
HAMMOCK POND
MIACOMET POND
N A N T U C K E T I.

97

BROCKTON
3
PLYMOUTH
44
PROVINCETOWN
6
CAPE COD BAY
M A S S A C H U S E T T S
28
144
NEW BEDFORD
BUZZARDS BAY
28
FALMOUTH
HYANNIS
CROSS RIP CHANNEL
OAK BLUFFS
EDGARTOWN
N
LOCATION MAP
SCALE IN MILES
5 0 5 10
NANTUCKET
NANTUCKET I.

CROSS RIP SHOALS
NANTUCKET SOUND, MASS.

30 JUNE 1965

IN 1 SHEET

SCALE IN FEET
10,000 0 10,000 20,000

DEPARTMENT OF THE ARMY
NEW ENGLAND DIVISION, CORPS OF ENGINEERS
WALTHAM, MASS.

CORPS OF ENGINEERS

NANTUCKET SOUND

N

0.0 MI.

EAST BREAKWATER LT.

15' CHANNEL

0.5 MI.

WEST JETTY

EAST JETTY

300'

1.0 MI.

C C

D D

B B

A A

BEACH

COATUE

THIRD PT.

SECOND PT.

UPPER HARBOR

COATUE PT.

PIMNYS PT.

BRANT PT.

BRANT PT. LT. 1.5 MI.

15' FAIRWAY

15' ANCHORAGE

NANTUCKET HARBOR

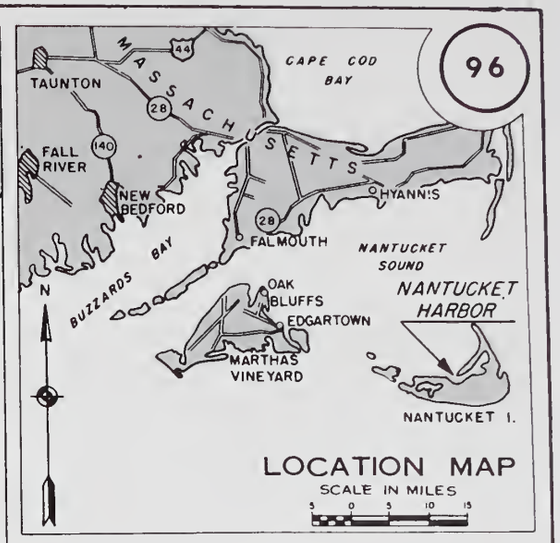
200'

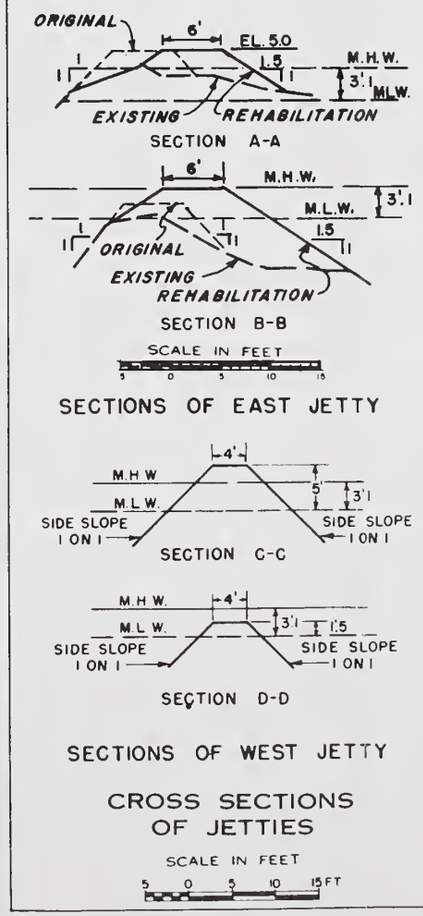
UPSTREAM LIMIT OF FEDERAL PROJECT

NANTUCKET

THE CREEKS

NANTUCKET ISLAND





LEGEND

- Completed jetty
- Portiolly completed jetty
- Jetty yet to be built
- INCOMPLETED WORK

HARBOR OF REFUGE NANTUCKET, MASS.

30 JUNE 1967

IN 1 SHEET

SCALE IN FEET

1000 0 1000 2000

DEPARTMENT OF THE ARMY
NEW ENGLAND DIVISION, CORPS OF ENGINEERS
WALTHAM, MASS.

104

MASHPEE, MASS.

PROPOSED ZONING BYLAW

1971

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SECTION 1: PURPOSE AND VALIDITY

1.1 Zoning Purposes

For the purposes set forth in Massachusetts General Laws, Chapter 40A and all Acts in amendment thereof, and in addition thereto, and under the authority thereof, the height, area, location and use of buildings and structures and the use of land throughout the Town of Mashpee are hereby regulated as provided herein, and the Town is hereby divided into districts as hereinafter designated, defined and described, and shown on an official copy of the zoning map, dated as amended, on file with the Town Clerk, which map is hereby made a part of this By-Law.

1.2 Conflict of Laws, Validity, Severability

1.21 In general, this By-Law is supplementary to other Town By-Laws affecting the use, height, area and location of buildings and use of premises, but where this By-Law imposes a greater restriction in any respect than is imposed by other Town By-Laws, the provisions of this By-Law shall prevail.

1.22 The invalidity of any section or provision of this By-Law shall not invalidate any other section or provision thereof.

SECTION 2 - DEFINITIONS

For the purposes of this By-Law the following words and phrases shall have the meanings or limitations of meanings herein defined. All present tenses shall include past and future tenses and all past tense the present. All singular terms shall include the plural and the plural the singular.

2.01 Accessory

a) Accessory building: a building devoted exclusively to a use accessory to the principal use of the lot on which it is located.

b) Accessory use: a use incident and subordinate to and on the same lot as a principal use.

2.02 Apartment

a) Unit: any room or suite of rooms forming a habitable unit for one family with its own cooking and food storage equipment and its own bathing and toilet facilities and its own living, sleeping, and eating areas wholly within such room or suite of rooms.

b) Apartment building: a building containing four or more apartment units.

c) Garden apartment: an apartment building containing four or more apartment units with no portion of the building below the first story or above the second story used for dwelling purposes.

d) Town House apartment: a group of attached one-family dwellings.

2.03 Build

The word "build" shall include the words "erect", "construct", "alter", "enlarge," "move", "modify", "excavate", "fill", and any others of like significance.

2.04 Building

The word "building" shall include the word "structure" unless the context unequivocally indicates otherwise. "Building" shall also mean any three dimensional enclosure by any building materials of any space for use or occupancy, temporary or permanent, and shall include foundations in the ground, also all parts of any kind of structure above ground except fences and field or garden walls or embankment retaining walls.

2.05 Dwelling

a) Dwelling Attached: A building designed for or occupied as a residence and separated from another attached dwelling on one or both sides by a vertical party wall.

b) Dwelling Detached: A building designed for or occupied as a residence and separated from any other building except accessory buildings by side yards.

c) Unit: (Same as Apartment Unit)

d) One Family Dwelling: A building designed for or occupied by one family.

e) Two Family Dwelling: A free standing building, designed or intended exclusively for residential use containing two dwelling units. (This can be two attached dwelling units).

2.06 Family

Any number of individuals, including domestic employees, living together in a dwelling unit and living as a single non-profit housekeeping unit; provided that a group of five or more persons who are not within the second degree of kinship to each other, as defined by civil law, shall not be deemed to constitute a family.

2.07 Home Occupation

An activity customarily carried on by the permanent residents of a dwelling unit, inside the dwelling unit requiring only customary home equipment. Home occupations do not include barber shop, beauty shop, commercial offices such as real estate or insurance nor do they involve the sale of articles produced outside the dwelling unit nor the raising or producing of products involving odor, vibration, smoke, dust, heat or other objectionable effects.

2.08 Hotel-Motel

A structure containing 15 or more sleeping rooms with or without a common eating facility, each room having its own private toilet facilities and each room let for compensation.

2.09 Lot

The whole area of a single parcel of land undivided by a street under one ownership, with ascertainable boundaries established by deed or deeds of record or a segment of land ownership defined by lot boundary lines on a land division plan duly approved by the Planning Board under the subdivision control statute.

2.10 Lot Line, Front

A line dividing a lot from a street. On any lot bounded on more than one side by a street, the street boundary that is to be the lot "Front" shall be so designated in any application for a permit to build on such lot.

2.11 Lot Line, Rear

Except for a triangular lot, the lot line opposite the "Front lot line."

2.12 Lot Line Side

Any lot line not a front or rear lot line.

2.13 Lot Frontage

The lot frontage shall be measured along a straight line connecting point of intersection of the side lot lines with the front lot line.

2.14 Lot Width

The width of any lot shall be measured wholly within such lot as the shortest distance between side lot lines at the required front yard depth.

2.15 Lot Area

The area of a lot exclusive of any area in public or private way open to public use and any body of water.

2.16 Lot Coverage

The amount of area on a lot covered by the horizontal cross-section of structures.

2.17 Marina

An area for the storage of boats with frontage on a navigable body of water and with facilities for the landing of boats if the storage is on land. If storage is to be on land it shall be inside a building.

2.18 Mobile Home - Trailer

a) Mobile home: A transportable, single family dwelling unit suitable for year round occupancy and containing the same water supply, waste disposal, and electrical conveniences as immobile housing.

b) Trailer: The following shall be considered a trailer.

1. Travel Trailer: A vehicular, portable structure built on a chassis, designed as a temporary dwelling for travel, recreation and vacation having body width not exceeding 8 feet and a body length not exceeding 32 feet.

2. Pick-up Coach: A structure to be mounted on a truck chassis for use as a temporary dwelling for travel recreation and vacation.

3. Motor Home: A portable temporary dwelling to be used for travel, recreation, and vacation, constructed as an integral part of a self propelled vehicle.

4. Camping Trailer: A folding structure mounted on wheels and designed for travel, recreation and vacation use.

2.19 Mobile home or Trailer Park: A parcel of land which has been planned and improved for the placement of mobile homes or trailers for transient or non-transient use and is designed to accommodate two or more mobile homes or trailers.

2.20 Non-conforming

A. Lot

A lot that does not conform to a dimensional regulation prescribed by this By-Law for the district in which it is located.

B. Use

A use of a building or lot that does not conform to a use regularly permitted by this By-Law for the district in which it is located but was in existence at the time of the adoption of this By-Law and was lawful at the time it was established.

2.21 Occupied

"Occupied" shall include the words "designed, arranged, or intended to be occupied."

2.22 Parking Space

An area containing not less than 300 square feet to be used exclusively as a parking stall for one motor vehicle.

2.23 Signs

A sign shall mean and include any permanent or temporary structure, device, letter, word, model, banner, pennant, insignia, trade flag or representation used as or which is in the nature of an advertisement, announcement or direction or is designed to attract the eye by intermittent or rapid motions or illumination.

2.24 Story

That portion of a building contained between any floor and the floor or roof next above it, but not including any portion so contained if more than one-half of such portion vertically is below the average natural grade of the ground adjoining such building.

2.25 Half-Story

That portion of a building next beneath a sloping roof and in which there are less than 4 feet vertically between the top of the floor and the intersection of the bottoms of the rafters with the interior faces of the wall.

2.26 Space - habitable

Those areas within the exterior walls of a dwelling which have head room of not less than seven (7) feet measured vertically upward from the top of the finished floor but excluding basement areas and excluding areas in any accessory structure attached to any dwelling.

2.27 Street

A public way or private way on record at the Registry of Deeds and open to travel by the general public or a way shown on a subdivision plan duly approved by the planning board under the subdivision control statute.

2.28 Structure

A combination of material assembled at a fixed location to give support or shelter such as a building, tower, framework, platform, bin, sign, or the like.

2.29 Use

The purpose for which land or a building is arranged, designed, or intended or for which either land or a building is or may be occupied or maintained.

2.30 Yard

A. Front Yard

An open space extending the entire width of a lot from lot sideline to lot sideline between the front lot line or lines and the nearest point of a building.

B. Rear Yard

An open space extending the entire width of a lot line from sideline to sideline between the rear lot line or the corner of a triangular lot farthest from the front lot line and the nearest point of the building.

C. Side Yard

An open space extending along a sideline of a lot (between the front yard and the rear yard on such lot) and extending between the sideline of such lot to the nearest point of the building.

2.40 Other Words and Phrases

Words and phrases not defined in this section but defined in the building code of the Town of Mashpee which have the meanings given in said building code unless a contrary intention clearly appears.

SECTION 3: ESTABLISHMENT OF ZONING DISTRICTS

3.1 The Town of Mashpee is hereby divided into zoning districts designated as follows:

Residence Districts

R-1
R-2

Commercial Districts

C-1
C-2

Industrial Districts

I-1

Flood Plain Districts

F

3.2 Except for Flood Plain Districts, the location and boundaries of these districts are hereby established as shown on a map entitled "Zoning Map of the Town of Mashpee," dated
bearing the signatures of the members of the Planning Board and on file in the office of the Town Clerk, which map, with all explanatory matter thereon is declared to be a part of this By-Law.

3.3 Any changes or amendments shall be indicated by the alteration of such map, and the map thus altered is declared to be a part of the By-Laws thus amended.

3.4 Where a district boundary is indicated as within or parallel to a street, highway, railroad right-of-way, water course or town municipal boundary such district boundary shall be construed as the centerline or being parallel to the centerline of such street, highway, railroad right-of-way, water course or town municipal boundary.

3.5 Whenever any uncertainity exists as to the exact location of a boundary line, the location of such line shall be determined from the scale of the map by the building inspector.

3.6 Flood Plain District Boundaries are established as follows:

All land below the elevation of 12 feet above mean sea level.

SECTION 4: APPLICATION OF REGULATIONS

4.1 No buildings shall be erected or used, and no land shall be used or divided unless in conformity with the regulations of this By-Law. All other buildings and all other uses of land or of buildings are hereby expressly prohibited, except those already lawfully existing which by the provisions of this By-Law become lawfully non-conforming.

4.2 When a lot is situated in part in the Town of Mashpee and in part in the adjacent municipality, the provisions of this By-Law shall be applied to the portion of such lot in the Town of Mashpee in the same manner as if the entire lot were situated in Mashpee.

4.3 When a lot is transected by a zoning district boundary, the regulations of the By-Law applicable to the larger part by area of such lot may also at the option of the lot owner by deemed to govern in the smaller part beyond such zoning district boundary but only to an extent not more than thirty (30) linear feet in depth beyond such zoning district boundary.

4.4 No building shall be erected except on a lot fronting on a street and there shall be not more than one principal building on any lot, except as allowed under this by-law.

4.5 Land within the lines of a street on which a lot abuts shall not be counted as part of such lot for the purpose of meeting the area requirements of this By-Law even though the fee to such land may be in the owners of abutting lots.

4.6 Any land taken by eminent domain, or conveyed for a public purpose for which the land could have been taken by eminent domain, shall not be deemed to be transferred in violation of the land area, width, and space provisions of this By-Law.

SECTION 5: NON-CONFORMING BUILDINGS AND USES

5.1 Any lawful use of any structure or land or both may be continued although not conforming with the provisions of this By-Law, but no such lawfully non-conforming use shall be changed, intensified extended or enlarged in any manner except as permitted by the Board of Appeals.

5.2 If any non-conforming use of any structure or land or both is changed to a conforming use it shall not thereafter be put into any non-conforming use.

5.3 If any non-conforming development or use of land or of a building be discontinued for a period of not less than twenty-four (24) consecutive months, which in the terms of this By-Law shall be evidence of abandonment of a non-conforming usage, such land or building shall thereafter be used or developed only in accordance with the terms of this Zoning By-Law for the zoning district in which such property is located.

5.4 Any non-conforming building or structure destroyed or damaged by fire, flood, lightning, wind or otherwise may be rebuilt, subject to approval of the Board of Appeals.

SECTION 6: LAND USE REGULATIONS

6.1 Except as provided by law or in this By-Law in each district no building, structure, or land shall be used or occupied except for the purposes permitted as set forth in the accompanying Table of Use Regulations, Section 6.3.

6.2 A use listed in Section 6.3 is permitted as of right in any district under which it is denoted by the letter "Y" subject to such requirements as may be specified elsewhere in this By-Law. If designated in the Tables by the letters "SP" the use may be permitted as a special exception only if the Board of Appeals so determines and grants a special permit therefor as provided in Section 9 subject to such restrictions as set forth elsewhere in this By-Law and/or such restrictions as said Board may establish, or if Section 9 is not applicable then such permit shall be granted if deemed by the Board of Appeals in the best interest of the community. Such permit shall set forth any restrictions the Board of Appeals deems appropriate and the granting of said permit shall be made after the Board of Appeals determines it is not detrimental to the town or the area by reason of excessive traffic noise or demand on community facilities. In all cases involving a special permit a site plan showing location of buildings, drainage, and utilities shall be submitted in duplicate and the Board of Appeals shall submit one (1) copy to the Planning Board for its review and comments. The Planning Board shall submit a written report to the Board of Appeals within thirty (30) days of the receipt of said site plan. Where the decision of the Board of Appeals differs from the recommendations of the Planning Board the reasons therefore shall be clearly stated in writing.

6.3 Land Use Regulations: See following pages.

PRINCIPAL USES	RESIDENTIAL		COMMERCIAL		INDUSTRIAL
	R1	R2	C1	C2	I
A. RESIDENTIAL USES					
1. Detached dwelling on a separate lot occupied by not more than one family.	Y	Y			
2. One two family or one duplex dwelling on a separate lot.					
3. Attached dwelling occupied by not more than one family in each unit between side walls, provided that no row of such units shall consist of more than eight (8) such units nor less than four (4) units (see Section 9).	SP	SP			
4. Garden apartments (see Section 9).	SP	SP			
5. Motels & Hotels (See Section 9).			SP	SP	
6. Renting of not more than two rooms in an existing dwelling to not more than four (4) persons provided there are no separate cooking facilities.	Y	Y	Y	Y	Y
7. Conversion of an existing dwelling to accommodate not more than two (2) families provided there is no external evidence of occupancy by more than one family, and further provided that each dwelling unit resulting from such conversion shall have not less than 750 sq. ft. of habitable floor space.		Y			
8. Trailer or mobile home.					
9. Trailer park or mobile home park.					
B. INSTITUTIONAL, RECREATIONAL AND EDUCATIONAL USES					
1. Place of Worship.	Y	Y	Y	Y	Y
2. Religious, sectarian and non-sectarian denominational, private or public school not conducted as a private business for gain.	Y	Y	Y	Y	Y

PRINCIPAL USES	RESIDENTIAL		COMMERCIAL		INDUSTRIAL
B. INSTITUTIONAL, RECREATIONAL AND EDUCATIONAL USES (CONT.)	R1	R2	C1	C2	I
3. Governmental buildings and related or supporting facilities.	Y	Y	Y	Y	Y
4. Cemeteries.	Y	Y	Y	Y	Y
5. Public park or playground, public recreational building or facility.	Y	Y	Y	Y	Y
6. Public utilities.	SP	SP	SP	SP	Y
7. Private non-profit libraries or museums.	Y	Y	Y	Y	
8. Private non-profit community center building, settlement house, adult education center or other similar facility provided indoor or outdoor noisy activities shall be not less than one hundred (100) feet from any lot line and shall be not detrimental to the neighborhood by reason of noise in any season.	SP	SP	SP	SP	
9. Hospital, infirmary, nursing home, convalescent home.			Y	Y	
10. Day nursery, nursery school, kindergarten or other agency giving day care to children, provided any outdoor play area is screened by fence wall, or planting line from any neighboring residential structure and is not detrimental to the neighborhood by reason of noise.		SP	SP	SP	
11. Trade, professional or other school conducted as a private business for gain.			Y	Y	Y
12. Private non-profit membership or social club or lodge.	SP	SP	Y	Y	
13. Country, golf, swimming, tennis, or other recreational facility.	SP	SP	Y	Y	

PRINCIPAL USES	RESIDENTIAL		COMMERCIAL		INDUSTRIAL
	R1	R2	C1	C2	I
B. INSTITUTIONAL, RECREATIONAL AND EDUCATIONAL USES (CONT.)					
14. Entertainment and recreational facilities operated as a business for gain, including but not limited to bowling alley, skating rink, theatre or sport arena or concert hall provided that such use is housed indoors in sound-insulated structures that protect the neighborhood from inappropriate noise in any season.			Y	Y	
C. AGRICULTURAL USES					
1. Farms -- agricultural, orchard, horticultural or silvicultural.	Y	Y	Y	Y	Y
2. Farms -- livestock or poultry but not swine, provided that any building housing livestock or poultry be not less than one hundred fifty (150) feet from the property boundary.	Y	Y	Y	Y	Y
3. One roadside stand per farm for the sale of agricultural or horticultural products the major portion of which are grown or produced on the premises.	Y	Y	Y	Y	Y
D. OFFICES AND LABORATORY					
1. Business, financial, professional or governmental offices, but no retail business, no manufacturing and no processing.			Y	Y	Y
2. Offices and clinics for medical, psychiatric, or other health services for the examination or treatment of persons as out-patient, including laboratories that are part of such office or clinic.			Y	Y	Y
3. Laboratory or research facility.			Y	Y	Y
4. Radio or television studio.			Y	Y	Y
5. Radio or television transmission facility but not studios.					Y

PRINCIPAL USES	RESIDENTIAL		COMMERCIAL		INDUSTRIAL
	R1	R2	C1	C2	I
E. RETAIL BUSINESS AND CONSUMER SERVICE ESTABLISHMENTS					
1. Store for retail sale of merchandise, provided all display storage and sales of materials are conducted within a building and there be no manufacturing or assembly on the premises.			Y	Y	
2. Eating places serving food and beverages to be consumed within the building.			Y	Y	
3. Stores for sale of marine supplies and associated items including boats and trailers.			Y	Y	
4. Service business serving local needs, such as barber shops, beauty shops, shoe repair, self-service laundry or dry cleaning or pick-up agency.			Y	Y	
5. Studios for arts & handicrafts provided personnel is limited to not more than five (5) persons at any one time on the premises.	Y	Y	Y	Y	
6. Marinas including sales and repair of boats and related supplies.	SP	SP			
7. Mortuary, undertaking or funeral establishments.			Y	Y	
8. Veterinary establishment, kennel, or similar establishment provided that in business zone, animals are kept wholly indoors.	SP	SP	Y	Y	
9. Store for retail sale of merchandise such as but not limited to lumber yards and building supply yards wherein merchandise is stored in the open provided that all merchandise so stored is screened from ground level view from any abutting street or abutting property at the property line where such materials are stored.			Y	SP	

PRINCIPAL USES	RESIDENTIAL		COMMERCIAL		INDUSTRIAL
	R1	R2	C1	C2	I
F. AUTOMOTIVE SERVICE AND OPEN-AIR DRIVE-IN RETAIL SERVICE					
1. Gasoline service stations.			Y	Y	
2. Sale or rental of automobiles, boats and other motor vehicles and accessory storage.			Y	Y	
3. Automobile repair shops, provided all work is carried out within the building.			Y	Y	
4. Car washing establishments.			Y		
5. Sales places for flowers, garden supplies, agricultural produce partly or wholly outdoors including commercial greenhouses.			Y	Y	
6. Drive-in banks.			Y	Y	Y
7. Drive-in eating places and other consumer service establishment where the motorist does not have to leave his car or where food is normally consumed outside the building.			Y		
8. Place for exhibition, lettering, or sale of gravestones.			Y	Y	
G. INDUSTRIAL, WHOLESALE AND TRANSPORTATION USES					
1. Laundries and dry cleaning plant.					Y
2. Printing, binding, publishing and related arts and trades.					Y
3. Bottling of beverages.					Y
4. Plumbing, electrical or carpentry shop or other similar service or repair establishment.			SP		Y

PRINCIPAL USES	RESIDENTIAL		COMMERCIAL		INDUSTRIAL
	R1	R2	C1	C2	I
G. INDUSTRIAL, WHOLESALE AND TRANSPORTATION USES (CONT.)					
5. Place for manufacturing, assembly or packaging of goods, provided that all resulting cinders, dust, flashing, fumes, gases, odors, refuse matter, smoke and vapor be effectively confined to the premises or be disposed of in a manner that does not create a nuisance or hazard to safety or health.					Y
6. Wholesale business and storage in a roofed structure.			SP	SP	Y
7. Trucking terminals.					Y
8. Extractive industries.					Y
H. OTHER PRINCIPAL USES					
1. Any trade, industry or other use that is noxious, offensive or hazardous by reason of vibration or noise or the emission of odors, dust, gas, fumes, smoke, cinders, flashing or excessively bright light, refuse matter or electromagnetic radiations.					
2. Signs or advertising devices except as permitted by this by-law.					
3. Open lot storage or sale of junk or salvaged materials.					
4. Any use hazardous to health because of danger of flooding, inadequaty of drainage or inaccessibility to fire fighting apparatus or other protective service.					
5. The stripping of loam, peat, sand or gravel or other material except for reuse on the same property.	SP	SP	SP	SP	SP
I. ACCESSORY USES					
1. Private garage for use of the residents.	Y	Y			

PRINCIPAL USES	RESIDENTIAL		COMMERCIAL		INDUSTRIAL
	R1	R2	C1	C2	I
I. ACCESSORY USES (CONT.)					
2. Not more than one (1) commercial vehicle per lot not to exceed two (2) tons capacity.	Y	Y			
3. Private greenhouse, stable, tennis court, swimming pool or other similar building or structure for domestic use.	Y	Y			
4. The raising or keeping of animals livestock or poultry, but not swine, as pets or for use by residents of the premises provided that no building or enclosure for any animal may be less than forty (40) feet from side or rear lot line nor nearer than fifty (50) feet to any front lot line.	Y	Y			
5. Customary home occupation or the office of a resident physician, dentist, attorney-at-law, architect, engineer, or member of other recognized profession similar to the aforementioned provided that not more than three (3) persons shall practice or be employed on the premises at any one time.	Y	Y	Y	Y	
6. The use of a portion of a dwelling or accessory building there to by a resident builder, carpenter, painter, plumber, mason, or other artisan or by a resident tree surgeon or landscape gardener for incidental work and storage in connection with their off-premises occupation provided there is no external change which alters the residential appearance of the buildings.	Y	Y	Y	Y	
7. Restaurants, beauty shop, barber shop, or newstand inside a building for the use of the primary occupants of the building provided there be no exterior evidence of same, and further provided that an apartment complex contain not less than fifty (50) rental units or in the case of a condominium not less than fifty (50) units.	SP	SP			Y

7.1 No building or structure shall be built nor shall any existing building or structure be enlarged or altered except in conformance with the regulations of this Zoning By-Law as to lot coverage, lot area, land area per dwelling unit, lot width, front, side and rear yards, and maximum height of structures, in the several districts as set forth below except as may otherwise be provided elsewhere in this Zoning By-Law.

7.2 The land and yard spaces required for any new building or use shall not include any land or area required by any other building or use to fulfill zoning requirements.

7.3 If more than one building (other than a one, two, or three car garage, a tool-shed, a greenhouse or a cabana) may lawfully be placed on any lot in a single or common ownership, the distance between the nearest parts of such buildings shall be not less than twenty (20) feet.

7.4 Land Space Requirements Table: See following page.

LAND SPACE REQUIREMENTS () FOOTNOTES - SEE FOLLOWING PAGE

Zoning District	Minimum Lot Size	Minimum Lot Frontage (1) (2)	Minimum Yard Depth (3) Front (5,6)	Rear (5)	Side (5)	Maximum Building Height (4) Stories	Feet	Maximum % of Lot Coverage
Residence Districts								
R-1	22,500	150	30'	15'	15'	2 1/2	35	20% (5)
R-2	12,500	100	25'	15'	15'	2 1/2	35	20% (5)
Commercial Districts								
C-1	40,000	200	100'(5)	40'(5)	20'(7,5)	2	30	20%(5)
C-2	10,000	100	25'(5)	20'(5)	20'(7,5)	2	30	20%(5)
Industrial Districts								
I	40,000	200	150'*	50'	30'(8)	2(7)	35	25%

Flood Plain (9)

*The first one-hundred (100) feet shall be left wooded or suitably landscapped with trees. No packing is permitted within this one-hundred (100) foot area.

Land Space Requirements Table: Footnotes

(1) Frontage may be measured at the front yard set back line if the street is an arc of a curve with a radius of 300' or less provided there be in any event not less than sixty (60) feet width of such frontage at the street.

(2) Not less than the frontage requirements shall be maintained throughout the front yard depth, except as provided for in (1) above.

(3) On lots abutting streets on more than one side, the front yard requirements shall apply to each of the abutting streets.

(4) These height restrictions shall not apply to chimneys, water towers, skylights and other necessary features appurtenant to buildings which are usually carried above roofs and are not used for human occupancy nor to wireless or broadcasting towers and other like unenclosed structures.

(5) See Section 9 regarding motels, attached dwellings and apartments.

(6) A dwelling need not be set back more than the average of the set backs of dwellings on the lots adjacent to either side. If a vacant lot exists on one side, it shall be considered as a dwelling set back the depth of the required front yard.

(7) Except no requirement when the side of a building abuts another building.

(8) Except 50' when abutting a residential zone.

(9) Flood Plain restrictions are set forth in Section 11.

SECTION 8: OFF-STREET PARKING

8.1 No land shall be used and no building or structure shall be erected, enlarged or used unless the off-street parking space requirements are provided as specified in this section. For the purpose of this section an enlargement of any building shall require the provision of off-street parking for the existing building as if it were newly constructed.

8.2 Where the computation of required parking space results in a fractional number, only the fraction of one-half (1/2) or more shall be counted as one.

8.3 Required off-street parking facilities for non-residential purposes and apartments shall be provided on the same lot as the principal use they are designed to serve and all parking spaces shall be paved.

8.4 Each required car space shall be not less than nine (9) feet in width and twenty (20) feet in length exclusive of drives and maneuvering space and the total area of any parking facility for more than five (5) cars shall average at least three hundred (300) square feet per car exclusive of driveways.

8.5 Where one building is used for more than one use, parking requirements shall be computed for each use (a motel with a restaurant would be required to provide parking for both rental units and for seating capacity of the restaurant a professional office in a residence must provide the space for both office use in addition to the residential requirement.)'

Principal Use	Number of Spaces
One and two family dwellings	2 spaces per dwelling unit
Apartments	2* spaces per dwelling unit
Rooming houses & Lodging Houses	3 spaces + 1 space for each rental unit over 2.
Nursing Homes	1 space for each 2 beds
Motels, Hotels, & Inns	2 spaces + 1-1/2 spaces for each rental unit + 1-1/2 spaces for each 20 square feet of floor area available for meetings or functions.
Permitted Offices in Residences	3 spaces + 3 spaces for each non-resident employee.
Retail Stores and Services	1 space for each one hundred fifty (150) square feet of gross floor area.
*Apartments built under housing for the elderly	1 space per dwelling unit

8.5 (Continued)

Principal Use	Number of Spaces
Restaurants, theatres and other places of assembly exclusive of churches.	1 space for each four (4) seats.
Bowling Alleys	Four (4) spaces for each alley.
Offices	1 space for each two hundred (200) square feet of gross floor area.
Warehouses and other commercial or industrial buildings.	1 space for each nine hundred (900) square feet of gross floor area.

SECTION 9: SPECIAL PROVISIONS

9.1 The following uses may be permitted as designated in Section 6.3, Table of Use Regulations, provided they meet the following requirements in addition to any other requirements.

9.2 Motels

9.21 No motel shall be constructed on a lot having less than two hundred (200) feet frontage, nor less than forty thousand (40,000) square feet of lot area.

9.22 On each lot used for motel purposes there shall be provided front, rear and side yards each not less than fifty (50) feet in depth.

9.23 A space not less than twenty (20) feet shall be maintained open with grass, bushes, flowers or trees all along each side lot, rear lot and front lot, except for entrance and exit driveways and such open space shall not be built on, not paved nor used for parking.

9.24 No space within the required front yard depth shall be used for parking except as a temporary nature such as for registering.

9.25 Each motel site shall be provided with not more than two (2) motor vehicle driveways for each abutting street which shall intersect the abutting street or streets at ninety (90) degrees.

9.26 Each rental unit shall contain not less than two hundred fifty (250) square feet of habitable floor area.

9.27 Height restrictions as set forth in Section 7 may be waved subject to Board of Appeal for motels containing 100 or more units.

9.28 Subject to Board of Appeals uses such as but not limited to restaurants, convention facilities, health clubs, retail shops, beauty and barber shops are permitted within motels containing 100 or more units.

9.3 Garden Apartments and attached dwellings

9.31 No building or group of buildings intended for four or more dwelling units or group of four or more attached dwelling units shall be constructed except in conformance with the following standards:

Minimum lot area	5 acres
Minimum lot frontage	200 feet
Minimum front yard	50 feet
Minimum side yard	50 feet
Minimum rear yard	50 feet
Maximum lot coverage	40% (includes parking area but exclusive of pools, cabanas or other recreation buildings or facilities)
Maximum number of stories	2 except 2-1/2 stories for attached dwellings

9.31 (Cont.)

Density shall not exceed the following:

3,000 square feet of land area for each one bedroom unit
6,000 square feet of land area for each two bedroom unit
10,000 square feet of land area for each unit containing three (3) or more bedrooms.

9.4 Exception for Cluster Development

9.41 Purpose: To encourage the preservation of open space and promote the more efficient use of land, and to protect and promote the health, safety, convenience and general habitants of the town.

9.42 Any provisions of Section 7 of this By-Law to the contrary not withstanding the planning board may approve according to the Subdivision Control Procedures authorized on Chapter 41 of the General Laws of a subdivision plan in residential district for a tract of ten (10) acres or more in which some or all of the lots do not conform to specifically the lot area, frontage, setback, or yard requirements of Section 7 of this By-Law provided that:

1. The proposed plan will promote the purpose of this section.
2. The total number of lots for building purposes within the tract shown on the plan shall be not more than the number of times that the total area of the tract, in square feet, exclusive of roads, is wholly divisible by the minimum lot size, in square feet, normally required for the district in which the tract is located.

3. The lots for building purposes shall be grouped in a cluster or clusters, and within each cluster the lots shall be contiguous.
4. Every lot shall have a minimum frontage of seventy-five (75) feet on a public or private way except as provided for under foot note number 1 of section 7.4.
5. The minimum lot width at the building line shall be not less than one hundred (100) feet.
6. Provision shall be made so that Open Land shall be owned:
   a) in common by the Owners of the lots in the tract, or,
   b) by a membership corporation, trust, or association whose members are all the Owners of the lots in the tract, or
   c) by the town, or
   d) otherwise as the Planning Board may approve.
7. Provisions shall be made so that Open Land shall be:
   a) restricted to any one or more of the following uses:
      (1) Restricted to any one or more of the following uses: recreational, agricultural, conservation or park.
      (2) Open to such uses by at least the Owners and occupants of the lots in the tract.
      (3) Restricted so that no structure shall be erected thereon except as an incident to the above uses, and no such structure shall be more than 15 feet in height, and

9.42 (cont.)

8. Provision shall be made so that each dwelling shall be set back from the public way or private way on which its lot is located not less than thirty (30) feet.
9. Provisions shall be made so that each dwelling shall have two side yards each of at least fifteen (15) feet and a rear yard of at least twenty (20) feet.
10. Each lot shall contain not less than 15,000 square feet except that where a lot abuts common open space this may be reduced to 10,000 square feet.
11. In determining the total number of units not more than 10% of any land subject to seasonal or periodic flooding shall be included in the gross area.

SECTION 10: SIGNS

10.1 No signs or advertising devices of any kind or nature shall be erected on any premises or affixed to the outside of any structure or be visible from the outside of any structure in Mashpee except as specifically permitted in this Section.

10.2 Residential Districts

10.21 One sign displaying the street number, or name of the occupant of premises, or both, not exceeding two (2) square feet in area. Such sign may be attached to a building or may be on a rod or post not more than six (6) feet high and not less than ten (10) feet from the street line. Such sign may include identification of an accessory studio or professional office in the dwelling or on the premises, or may identify other permitted accessory uses, including customary home occupations.

10.22 One bulletin or announcement board or identification sign for a permitted non-residential building or use, not more than six (6) square feet signboard area. For churches and institutions, two (2) bulletin or announcement boards or identification signs are permitted on each building. Each such church or institution sign shall be not more than ten (10) square feet signboard area. No such signs shall be located nearer a street than one-half the required front yard depth.

10.23 On the premises with a lawfully non-conforming non-residential use, one sign not more than six (6) square feet signboard area.

10.24 One "For Sale" or "For Rent" sign, not more than six (6) square feet signboard area and advertising only the premises on which the sign is located.

10.25 One Building Contractor's sign on a building while actually under construction, nor exceeding six (6) square feet signboard area.

10.26 In Residence Districts all signs or advertising devices shall be stationary and shall not contain any visible moving or movable parts. No sign or advertising device in such Districts shall be of neon or illuminated tube type. Lighting of any sign or advertising device shall be continuous (not intermittent nor flashing nor changing) and shall be so placed or hooded as to prevent direct light from shining onto any street or adjacent property. No sign or advertising device shall be illuminated after 11 p.m.

10.3 Commercial and Industrial Districts

10.31 Signs shall relate to the premises on which they are located and shall only identify the occupancy of such premises or advertise the articles or services available within said premises.

10.32 There shall be no temporary or permanent special promotion signs, banners, streamers or placards erected, suspended, posted or affixed in any manner outdoors or on the exterior of any building except for public purposes.

10.33 On each lot in a Commercial or Industrial District, there is permitted one sign affixed to the exterior of a building, for each occupant. The top edge of each such sign shall be not higher than the roof ridge of the building, or the highest point of the roof, if no ridge pole, no higher than the plate of a flat roof.

10.34 Signs permitted in Commercial and Industrial Districts shall not be more than one hundred (100) square feet signboard area per sign, nor more than three fourths of the length of the face of the building on which the sign is affixed.

10.35 In Commercial and Industrial Districts where buildings are set back forty (40) feet or more, one free-standing sign per lot is permitted. The top edge of any such free-standing sign shall be not higher than twenty-five (25) feet vertical measure above the average level of the ground between the supports of each sign. For traffic safety, the whole of the signboard or display elements of any free-standing sign shall be either below three feet height or above ten feet height above average ground level. Any such free-standing sign may be located within the front yard space, if any on such lot, but not nearer than twelve (12) feet to any lot line.

10.36 No free-standing sign shall have signboard area (or display area, if no signboard) exceeding one hundred (100) square feet gross area, measured from the tops of the topmost display elements and from exterior side to exterior side of display elements, and including in such measurements any blank space between display elements. No display or signboard dimension shall exceed sixteen (16) feet for a free-standing sign.

10.37 Illuminated signs are permitted, subject to the following conditions:

a) No sign shall be intermittently illuminated, nor of a traveling light, animated or flashing light type.

b) Each steadily illuminated sign shall not exceed one hundred (100) square feet gross display area as measured in paragraph 10.35 above.

10.38 Sign illumination is permitted only between the hours of seven o'clock in the morning and eleven o'clock in the evening except that signs of commercial or industrial establishments may be illuminated during any hours these establishments are open to the public or in operation.

10.39 In any Commerical or Industrial District for any building in excess of forty thousand (40,000) square feet of gross floor area (GFA) 10.33, 10.34, and 10.35 may be increased by ten (10) square feet for each ten thousand (10,000) square feet GFA in excess of forty thousand (40,000) square feet GFA.

10.40 In all zoning districts, for safety reasons, any private outdoor lighting fixture, whether temporary or permanent, other than gaseous tube letters in signs, shall be so placed or hooded that no light beams shall be directed at any point beyond the lot lines of the premises illuminated.

SECTION 11: FLOOD PLAIN DISTRICTS

Any land falling in a Flood Plain District shall be subject to the following:

No building or structure shall be erected nor shall any land be used for any purpose except as permitted in the Table of Uses, Section 6 of this By-Law.

Any land included in a Flood Plain District which is proven to the satisfaction of the Board of Appeals, after the question has been referred to and reported on by the Board of Health, as being in fact not subject to flooding or not unsuitable because of drainage conditions for any use which would otherwise be permitted if such land were not, by operation of this section, in the Flood Plain District, and that the use of such land for any such use will not interfere with the general purposes for which Flood Plain Districts have been established, and will not be detrimental to the public health, safety or welfare, the Board of Appeals may, after a public hearing with due notice, issue a special permit for any permitted use which meets the requirements and restrictions applicable to such land.

No land fill or dumping shall be permitted in any part of the Flood Plain District except such as may be expressly included as part of any special permit issued under the provisions above.

SECTION 12: APPEALS AND BOARD OF APPEALS

12.1 As provided by Massachusetts General Laws there shall be in Mashpee a Board of Appeals. Such Board of Appeals shall consist of three members and two associate members, all of whom shall be appointed by the Selectmen in the manner specified in the Massachusetts General Laws. Such Board members shall have and exercise the powers applicable under Massachusetts General Laws.

SECTION 13: ZONING AMENDMENTS

13.1 Any person desiring a zoning amendment shall propose it in writing to the Selectmen for insertion in the warrant of a town meeting, regular or special.

13.2 If geographic change of a zoning boundary description be proposed, words of boundary description change for insertion in the warrant shall be accompanied by a brief written statement of the nature, extent and location in the town of the zoning map change proposed, together with three blackline prints of a diagram to scale showing the area to be changed, stating pertinent dimensions in feet.

13.3 On each zoning amendment proposal accepted by the Selectmen for insertion in a town meeting warrant, or on any such proposal inserted in a town meeting warrant by petition as provided by statute, the Planning Board shall hold a public hearing, of which notice shall be given by the Planning Board under the statutory zoning notice provisions.

13.4 The costs of publication and of mailing of notices of hearing and the costs of holding such zoning hearing and of making a public record of the proceedings at such hearing, if such a record be made, shall be paid by the Planning Board, but the Planning Board may determine whether a fee to cover such costs shall be required of zoning amendment proponents.

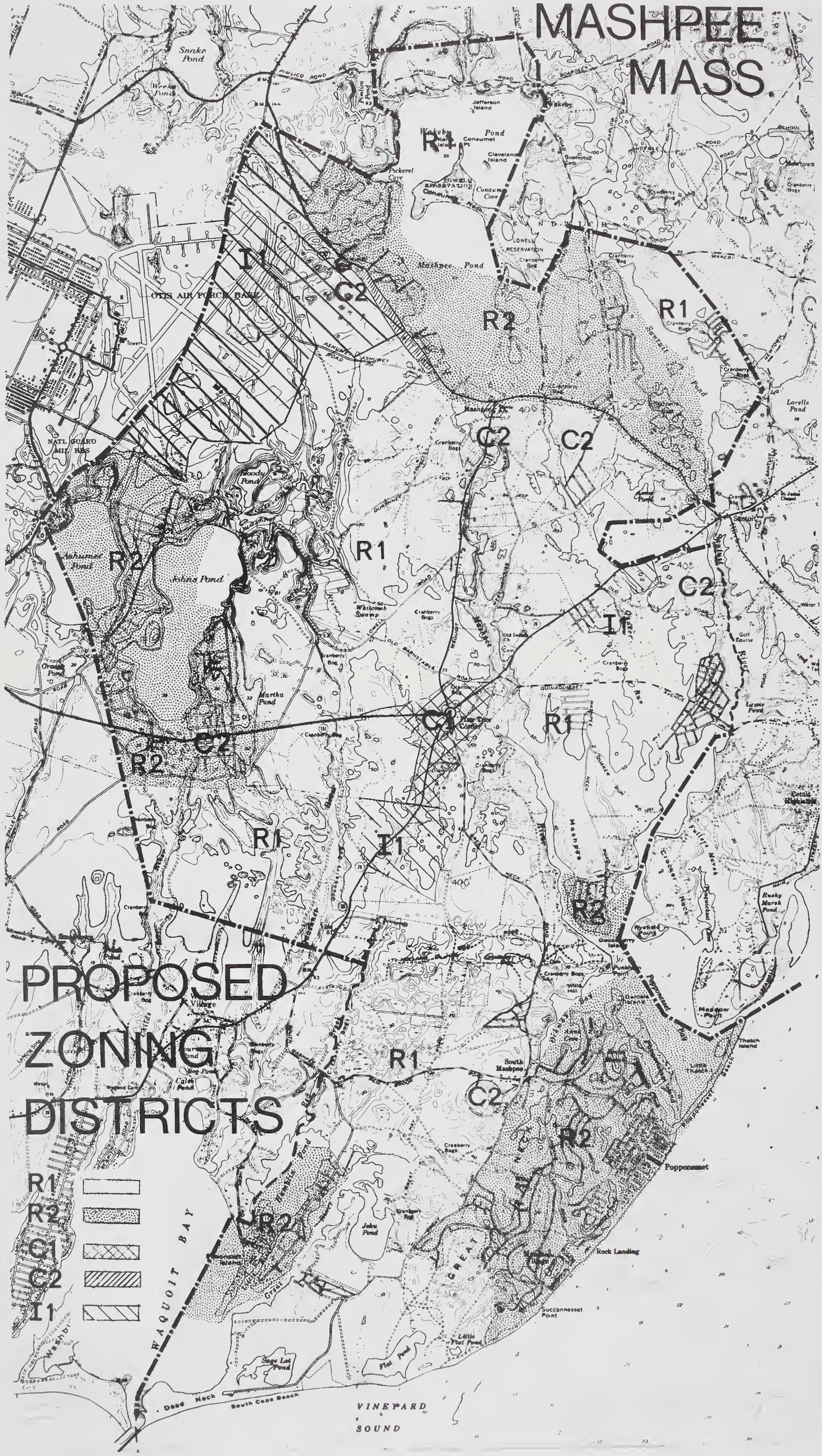
SECTION 14: ENFORCEMENT AND PENALTIES

14.1 No building shall be erected, altered or moved in the Town without a written permit issued by the Building Inspector. Such permits shall be applied for in writing to the Building Inspector. The Building Inspector shall not issue any such permit unless the plans for the building and the intended use thereof in all respects fulfill the provisions of this Zoning By-Law, except as may have been specifically permitted otherwise by action of the Board of Appeals, provided a written copy of the terms governing any such permission be attached to the application and to the resulting building permit issued. One copy of each such permit as issued, including any conditions or exceptions attached thereto, shall be kept on file in the office of the Building Inspector.

14.2 Each application for a permit to build, alter, or move a building shall be accompanied by a plot plan in such number of copies and drawn to such scale as is required by the Building By-Laws of the Town. Each such plot plans shall show dimensions and areas of lots and of structures to be erected, altered or moved, and adjacent streets or angles of all lot lines shown thereon, also of any streets or ways. Such plot plans shall indicate approved street grades and proposed elevations of the tops of foundations. Also such plot plans shall show the locations of existing sanitary sewers, storm drains, and water pipes in any street shown and the locations of all existing buildings and structures within the application area. Also the location of existing or proposed wells and sanitary disposal areas shall be shown.

14.3 This Zoning By-Law shall be enforced by the Building Inspector of the Town. The Building Inspector, upon being informed in writing of a possible violation of this By-Law or on his own initiative shall make or cause to be made an investigation of facts and an inspection or the premises where such violation may exist. The Building Inspector, on evidence of any violation, after investigation and inspection shall give written notice of such violation to the owner and to the occupant of such premises. The Building Inspector shall demand in such notice that such violation be abated within a reasonable time, designated therein by the Building Inspector. Such notice and demand may be given by mail addressed to the owner at the address appearing for him on the most recent real estate tax records of the Town and to the occupant at the address of the premises of such seeming violation.

14.4 If, after such notice and demand, such violation has not been abated within the time specified, the Building Inspector shall institute appropriate action or proceedings in the name of the Town to prevent, correct, restrain or abate any violation of this By-Law. Each such violation shall be subject to a fine of Fifty ($50) dollars for each day of said violation after such notice and said violation has not been abated.


MASHPEE
MASS.
PROPOSED
ZONING
DISTRICTS
R1
R2
C1
C2
I1
OTIS AIR FORCE BASE
Mashpee Pond
Wakeby Pond
Johns Pond
Martha Pond
Jehu Pond
Popponesset
Rock Landing
Succonnesset Point
South Mashpee
WAQUOIT BAY
VINEYARD SOUND
Dead Neck
South Cape Beach

CWP 4.1.1

CHILD, Josiah
PUBLIC WORKS/Project

February 11, 1972

Mr. Josiah H. Child
Box 321
Longboat Key, Florida 33548

Dear Josiah:

Just a note to thank you for your letter of the 3rd regarding the progress of the plans to restore and preserve the First Universalist Church.

I would indeed like to join the Governor in sponsoring the restoration and was very pleased to be asked.

Again, thank you for writing and for sending the photograph. Pleasedkeep me apprised of further developments.

Warmest regards.

Sincerely,

HASTINGS KEITH
Member of Congress

HK:dp

4.1.2

The Restoration Committee
of the lower Cape

P. O. BOX 603

PROVINCETOWN, MASSACHUSETTS 02657

Box 321, Longboat Key, Florida 33548

February 3, 1972

The Honorable Hastings Keith
Representative from Massachusetts
House of Representatives
Washington, D.C. 20515

Dear Hastings:

I have a great big apology and a great big thanks for you.

Your letter to me dated November 22, 1971, was detained in Provincetown as it was sent to the address of the President of the Restoration Committee, Joseph Acker, instead of to me at Truro, Massachusetts. Joseph Acker was in Portugal and I was in the Cayman Islands for a month around Christmas time. When it did finally reach me I sent a copy to the Chairman of the Building Committee, thinking he would acknowledge it. Well, I have just discovered that this was not the case. This time of year all Committee members are pretty widely dispersed and communications break down.

I do want to tell you how pleased I was to learn that you were interested in our project to restore and preserve the First Universalist Church of Provincetown. Many knowledgeable people feel that this church is one of the most beautiful Greek Revival buildings in New England and perhaps in the whole U.S.A. because of its famous trompe l'oeil murals and because of the beautiful design of the tower.

We were indeed happy to learn that you had spoken to a Mr. Thomas concerning the inclusion of the church on the National Register--that we would be in a position to receive funds on a fifty-fifty basis once we began work on the restoration.

We made all the necessary applications to be included in the National Register through the Massachusetts Historical Commission last summer but as yet have received no word that the church has been approved, even though a photograph appears, along with a brief summary in a booklet entitled Historical American Buildings Survey Massachusetts Catalog.

Apparently the Park Service at my request in 1962 did come to Provincetown and did take photographs which can be procured from the Archives in Washington.

..... continued

Since I first wrote you we have had to proceed to repair a truss which holds up the tower in order to keep the tower from collapsing. This work is being undertaken at this very moment at a cost we hope not to exceed $10,000.

I do not know what you can do for us at this time, other than agree to be a sponsor of this restoration. The list will be headed by Sarge. Do let me know then if we may use your name as a sponsor on our letterhead.

Again, please excuse this long delay in answering your letter. I do apologize most sincerely.

Bob Gibbs, who represents the Secretary of the Interior on South Florida Environmental Problems (he wrote the report on the need of preserving the Great Cypress Swamp), stayed with us a week ago and gave a speech at the annual meeting of the Longboat League, of which I am a director.

Warm regards,

Josiah H. Child

JHC:ev

Enclosures: 1. Historical American Buildings Survey
Massachusetts Catalog (see page 49)

2. Photograph of Tower of First Universalist Church of Provincetown

3. Copy of letter from Governor Sargent

cc: Mr. Joseph Acker, President, Restoration Committee
Dr. Richard Hale, Jr., Acting Director of
Massachusetts Historical Commission

See Photographs

CWP
4.2.1

March 8, 1972

Mr. Albert Joseph
Bourne Chamber of Commerce
Buzzards Bay, Mass. 02532

Dear Mr. Joseph:

Thank you for your recent letter expressing the Bourne Chamber of Commerce's concern on the number of death leaps from the Canal bridges. I agree with you that something must be done to stop this rising death toll.

I have contacted the Operations Division of the Corps of Engineers expressing our concern in this matter. Frank Ciccone of that Division informed me that the Corps is presently programming repairs for the Canal bridges and is working an 8 foot high inward-curving fence into the repair program. It is projected that they will have the necessary answers as to what type of stiffening and reenforcing is needed by this May. All this information would then go into their fiscal year 1974 program.

The encouraging note is that the Corps of Engineers is joining us in support of this project and will be replying to your letter within the next few weeks.

Thanks again for writing. I will be closely watching this project and will be in touch with you on any additional information. If you have any further questions, please don't hesitate to contact me.

Sincerely,

HASTINGS KEITH
Member of Congress

HK:bbk

t
c: US Arm

Sincerely,

BOURNE BOURNEDALE BUZZARDS BAY CATAUMET GRAY GABLES MASHNEE MONUMENT BEACH
PICTURE LAKE POCASSET SAGAMORE SAGAMORE BEACH

4.2.2

Bourne Chamber of Commerce

Buzzards Bay, Massachusetts 02532
Telephone 759-3122
Summer Information Booths:
759-3863 888-0899

February 12, 1972

FEB 16 1972

The Honorable Hastings Keith
House of Representatives
Washington, D. C.

My dear Congressman:

During the last fourteen-month period, the Cape Cod Bridges spanning the Canal, Bourne and Sagamore, have been used as death leaps for a total of nine persons. Six persons have met their deaths by jumping from the Bourne Bridge and three from the Sagamore. Each year the death toll from these structures is rising.

We feel that some sort of preventive shield or fencing should be erected so as to hinder anyone from leaping off these high level bridges. The railings on both sides of these bridges are not high enough and are too easily accessible to anyone contemplating a plunge into the Cape Cod Canal. If not a fence rising vertically from the side rails, then perhaps an out-rigger-net affair extending from the road elevation of the bridges out a distance of ten or twelve feet.

The engineer-in-charge of the Cape Cod Canal believes that the wind load data now accepted in bridge design determines that the present highway bridges built nearly forty years ago would not stand the additional load factor. However, we feel that a study should be made in order to determine whether or not protective fencing in the form of either chain link or turkey mesh would be flexible or porous enough to withstand the wind velocity.

The Bourne Chamber of Commerce requests that you confront the United States Army Corps of Engineers, Waltham, Massachusetts to find out if these safety measures could be implemented. Thank you so much for your consideration in this matter.

Very truly yours,

Albert Joseph

Albert Joseph, President

/jt
cc: US Army Corps of Engineers

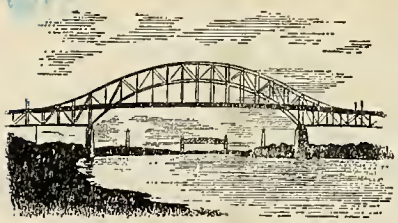
JEREMIAH F. CAHIR, CHAIRMAN
ERNEST H. FORNI
BARRY H. JOHNSON

TOWN OF BOURNE

BOARD OF SELECTMEN

BOURNE, MASS. 02532

TEL. 759-4486 OR 4487



April 4, 1972

Congressman Hastings Keith
House of Representatives
Washington, D. C. 02510

Dear Congressman Keith:

The Board of Selectmen are deeply concerned about the news stories that have been appearing in the Cape Cod Standard Times relative to the immediate and future use of Otis Air Force Base. We have met with the Chairman of the School Committee and the Superintendent of Schools regarding this matter.

As you know, the impact of Otis Air Force Base on the economy of Bourne is more than substantial. A large number of our residents are employed there and the Bourne School System is responsible for the education of the Otis connected children.

At this time Bourne is considered a depressed area, and the most recent unemployment figures indicated that Bourne far exceeds the state and national average. A loss of jobs at Otis would make conditions in Bourne intollerable. Presently 46% of the enrollment of the Bourne School System are federally rated "A" students.

The Board of Selectmen feel that under the existing conditions it is impossible to anticipate not only on school needs for the immediate future, but we hesitate to make any capital outlay recommendations to the townspeople because the financial future of Bourne is so unclear.

Bourne presently has under consideration three major capital outlay anticipations: 1) a marina, 2) sewerage, 3) school building needs.

In view of the foregoing it is urgently requested that we meet with you to discuss this problem. We are also writing to Senators Kennedy and Brooke. Hopefully we might arrange a joint meeting with our full congressional delegation.

We consider this situation most urgent and would appreciate your earliest reply.

Respectfully,

Jeremiah J. Cole

Ernest H. Hamm

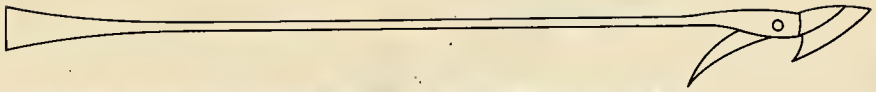
Barry H. Johnson

Board of Selectmen

ils

NEW BEDFORD WHALING MUSEUM DEVELOPMENT CAMPAIGN

CwP
4.4



WHALING MUSEUM ENTERPRISE

PRELIMINARY

CASE FOR SUPPORT

ADVANCE BACKGROUND INFORMATION

NOT FOR PUBLICATION

NEW BEDFORD WHALING MUSEUM DEVELOPMENT CAMPAIGN
Room 44, 105 William Street New Bedford, Massachusetts 02740 Telephone (617) 999-3241

INTRODUCTION

The crucial question a cultural institution must answer today when it seeks public support is this:

With all the pressing local as well as national problems our society faces, what relevance do our programs have for the present and the future?

The red-brick buildings of the New Bedford Whaling Museum represent an incalculable asset to the city, an asset of pride to its residents, and an attraction to tens of thousands of out-of-town visitors, who flock to the Museum each year.

But the real significance of the Museum's current programs and - more importantly - those planned for the future is not widely understood.

This is the story of the Museum's imaginative building plans and the programs they will make possible.

A FOUNDATION TO BUILD UPON

The Old Dartmouth Historical Society, which operates the Whaling Museum, was founded by a group of foresighted citizens in 1903.

The Society's stated purpose is "to create and foster an interest in the history of the territory of the Dartmouth Purchase (today the city of New Bedford and the towns of Fairhaven, Westport, Acushnet, and Dartmouth)...and to maintain a whaling and marine museum of household arts and crafts; to promote historical research; and to collect documents and relics and to provide care for them."

The Museum, through the gifts of benefactors and the support of its members, has grown for more than 65 years. Its first collections were housed in the Rogers Building, a gift of Henry Huttleston Rogers in 1906. Later in 1916, Miss Emily Bourne's great gift provided for construction of the Jonathan Bourne Building and its half-scale replica of the LAGODA. The last major construction, the Annie Seabury Wood Building, came in 1934 as a bequest from Mrs. Wood, the wife of the Museum's first curator.

The collections themselves have grown steadily in size and quality over the years. They represent today the most comprehensive collection of artifacts and relics from the American whaling enterprise: scrimshaw, prints and paintings, and the largest whaling archives - with

logbooks and ships' papers - in the world. Household furnishings and artifacts, in turn, depict the way of life in Old Dartmouth from its earliest days.

The LAGODA, the largest ship model in the world, is securely enclosed for convenient viewing in the Bourne Building. It is noted for its accuracy, its comprehensibility, and its overall excellence as a museum exhibit. Skilled shipbuilders of the whaling age built the LAGODA with precision and loving care. Today it is not only the Museum's most popular exhibit, but it is also of special interest to scholars and boat owners alike because of its structural authenticity.

Of prime importance among the Museum's undisplayed treasures is the Russell-Purrington Panorama, a 1275-foot long painting of a whaling voyage around the world. This priceless attraction, popular with nineteenth century audiences, was designed to be rolled from spindle to spindle while a narrator explained the whaling scenes recorded on its surface.

Prints, paintings, and portraits portray the life and people of Old Dartmouth. Many of these paintings are notable examples of their genres and have been reproduced in numerous volumes and loaned for exhibit at other museums and libraries across the country.

> These whaling collections are rooted in <u>our</u> past...exhibited not merely as technology but as a revelation of the way this community derived its livelihood.
>
> The exhibits at the Museum present a human context that extends across the generations from the earlist settlers to more recent citizens, representing in microcosm the growth of our nation.
>
> This proud 400-year heritage links past, present, and future in vital continuity.

* * * *

In recent years the Museum has cooperated in assembling and exhibiting two major shows. The first, organized in cooperation with the deCordova Museum in Lincoln, was an exhibition of the work of William Bradford, perhaps the most noted of New Bedford's nineteenth-century painters. Now, in cooperation with the Whitney Museum of American Art and the Corcoran Gallery, a showing of the work of Albert Bierstadt is

being assembled. Bierstadt, born in Germany, raised in New Bedford, achieved national prominence as an artist of the American West. The exhibition will include about 90 oils and a like number of sketches and drawings.

The Museum's national and international reputation is enhanced by staff lectures and publications. The Director, Richard Kugler, recently gave a paper on American whaling in the Pacific at England's National Maritime Museum under the sponsorship of the American Embassy and the Museum at Greenwich. The Curator, Philip F. Purrington, the foremost authority on the history of American whaling, has written the definitive article on the subject in the Encyclopedia Britannica and is also the author of the Museum's forthcoming book on the marine painter, Charles S. Raleigh. The Assistant Curator, Erik A. R. Ronnberg, Jr., who has planned and is now constructing a model of the whaler KATE CORY, is acknowledged to be one of the world's foremost model builders.

* * * *

An attraction for students, scholars and visitors alike, the Whaling Museum is recognized throughout the world as one of the finest of its type. Over the years more than a million and a half people have visited the galleries. In 1969 alone, visitors came from 50 states, the District of Columbia, and 62 foreign countries in all parts of the world.

Students and scholars find in the logbooks and ships papers and in the records of counting houses the substance for books, articles, novels, and tales of adventure.

The Museum is a logical and vital extension of the educational system and is of major importance to school groups. Every fourth grade student in New Bedford visits the Museum as do many from other communities. In the 1969-1970 academic year, for example, a total of 4,558 students in 173 different groups received guided tours.

During the same period there were more than 100 groups, including Scout, YMCA/YWCA groups, commercial tours, and others, in addition to the daily influx of individuals. In the last decade, attendance has reached nearly 75,000 yearly.

As these statistics indicate, the Museum today is an important resource for the community, the region, the nation, and the world.

With characteristic restraint, The New York Times stated: "It contains one of the best collections of whaling memorabilia in the United States, and probably in the world."

With less modesty the New Bedford Standard-Times commented: "An institution of world-wide renown, mecca for students, historians, and authors, and a sanctuary for a priceless collection of Americana, the Museum is an outstanding cultural resource and it is heartwarming to know that space-age preoccupations do not inhibit its growth."

IMMEDIATE, PRESSING NEEDS

The effectiveness of the Museum's programs is severely limited by several serious problems:

1. Sheer numbers have caused problems. Attendance quadrupled in the 14 years between 1955 (18,682 visitors) and 1969 (72,717 visitors). Often school groups cannot be accommodated because of crowded conditions and lack of staff. The present buildings were not designed to hold the number of visitors now touring the galleries.

2. The community now faces a pressing cultural need. Like most urban areas today, New Bedford has conflicts and divisive influences. There is a need for an effective means to transmit to the public the significance of the area's heritage--its progressiveness, its ethnic harmony, its spirit of community.

3. There is no suitable area for orientation or for lectures. A few folding chairs and a screen are set up in the library for presentations. It is crowded; visibility and acoustics are poor; and research and library activities are disrupted. Its facilities, in this instance, are not comparable with other outstanding museums.

4. Many significant things are in storage, including the Russell-Purrington Panorama and important collections like the South Seas and Eskimo materials, brought back by New Bedford whalemen, and a wealth of additional scrimshaw.

5. Storage areas are inadequate. They are too small to house present materials in a readily accessible way. Erosion of collections through crowded storage conditions is a problem confronting museums generally and one the Whaling Museum must solve.

6. Because of existing space limitations in the Museum as a whole, the relationship of one exhibit to another is difficult to understand. Expansion of facilities will enable rearrangement of exhibits for better comprehension and will provide a more systematic visitor traffic pattern.

MASTER DEVELOPMENT PLAN

More than 10 years ago, the Museum's officers and trustees initiated a methodical study of long-range needs. This investigation was continued along with consultation with experts in several fields. As a result of this careful evaluation, the trustees and administration of The Old Dartmouth Historical Society have formulated a long-range development program. These plans are designed to increase the Whaling Museum's value and effectiveness as a cultural resource and educational facility unique to the city, the area, and the nation.

The key aspects of this phased development program are: (1) an enlarged physical plant; (2) expanded educational programs and staff' amd (3) stepped-up promotional efforts.

Phase I: The Building Program

The initial phase includes the construction of a Museum Theatre seating 250 persons for orientation programs and for other events. Designed by Cambridge Seven Associates, Inc., architects of the U. S. Pavilion at Expo 67 and the Boston Aquarium, the Museum Theatre is of functional architecture and harmonizes with existing structures.

Adjoining the Museum Theatre is an Entrance Courtyard, and a Garden Court with an amphitheatre for outdoor use.

Inside, a large, built-in screen can be hoisted out of sight to reveal a movable stage which provides flexibility in presentation.

The Museum Theatre is to be connected to the existing buildings by a Central Link -- a major structural modification which ties together the various buildings which now constitute the physical plant. The Central Link provides for an effective traffic pattern and in itself provides an additional gallery for temporary exhibitions.

The construction of the Museum Theatre and the Central Link is the pivotal and

necessarily initial step in the long-range plan.

The Central Link provides access to the Hirst Building, a period structure on Water Street already owned by the Museum. This building is to be renovated and will provide, as a part of Phase I development, the Panorama Gallery. This gallery will house a photographic reproduction of the Russell-Purrington Panorama, and a segment of the original canvas displayed on a stage designed to simulate the exhibition methods used in the nineteenth century.

* * * *

Phase II: Program Development

The addition of the Museum Theatre and Central Link will provide the facilities needed for an expanded educational program and for increased attendance.

In Phase II of the development program, the Museum will capitalize on these facilities by (1) intensifying its general promotion; (2) expanding the educational program and adding a Curator of Education to the staff; and (3) enlarging the Sales Area and stocking more Museum-related items.

These plans, when carried out, will generate income which will serve as "seed money" for further development.

Intensified promotional activities will include a survey of visitors to determine their reactions and to ascertain what factors motivated their visits. Mailings to past visitors will encourage them to recommend the Museum to their friends. Schools close enough to New Bedford to allow a one-day excursion to the Museum will be notified of the increased capacities of Phase I. Newspaper publicity and printed promotions will explain to the general public the Museum's new attractions.

Increases in attendance as a result of these programs will generate additional revenue which will enable the Museum to implement many additional improvements.

Phase III: Internal Renovation

The Museum's ongoing development program includes a number of projects which can be initiated one-by-one when Phases I and II have been carried out. These include:

(1) An enlarged Library and Audio-Visual Center on the ground floor of the Rogers Building.

(2) Exhibitions devoted to past and present fishing industry in New Bedford, on ground floor of Wood Building.

(3) Period Rooms, the Center Street Room, and Counting House Room on second floor of the Rogers Building. Exhibits of Colonial artifacts and other Old Dartmouth antiques will be included.

(4) Gallery of Shops (Cooper, Sailmaker, Boat-builder, Blacksmith, etc.) on second floor of renovated Hirst Building.

(5) Harbor Vista and Diorama Gallery on Bourne Building Balcony, with a three-dimensional model of the harbor as seen from the head of Centre Street at the height of the Whaling Era, and keyed to present-day view as seen from the balcony windows.

(6) Additional Bourne Building Balcony exhibits of South Seas and Eskimo artifacts, currently in storage.

(7) A new exhibit on main floor of LAGODA Room in Bourne Building, including displays of whaling gear, information about whales themselves, and about the geography of whaling.

THE IMPORTANCE OF ACTION NOW

The Museum's entire long-range development program and the enriched services it will make possible hinge upon implementing Phase I now. Some benefits will be immediate. Many others will become feasible through increased revenues resulting from growing attendance.

The Museum Theatre will become a cultural catalyst for the community, drawing together many citizens of diverse backgrounds and interests. Like the Lyceum of the last century, it will be a stimulating cultural and intellectual center. Lectures, panels, films, musicals, small theatricals, meetings of civic groups will broaden the Museum's vital community services.

Of equal importance, The Museum Theatre will become a key to fuller understanding of the Museum's treasures.

A multi-media presentation of films and slides will make a planned tour of the Museum more comprehensible. The life of Old Dartmouth and of the whaling enterprise will become a living lesson in American history.

The new central link, an ambitious engineering feat, will connect the Museum's five buildings into a meaningful whole. Designed to provide vertical and horizontal access on two levels, it ties together the Museum Theatre, the Wood Building, the Bourne Building, the Rogers Building, and the Hirst Building. In addition to enabling better flow of visitors, it will provide a new central gallery for changing exhibitions of many kinds.

Renovation of the recently-acquired Hirst Building and provision for imaginative display of the great Russell-Purrington Panorama will make this long-awaited Museum treasure of world renown permanently accessible to the broad public for the first time in modern history.

* * * *

The costs of making these pivotal plans in Phase I a reality are as follows:

Property acquisition and demolition	$ 52,000
Architect's fees	60,000
Contractor	440,000
Equipment and furnishings	51,500
Estimated cost of Gallery and Central Link	150,000
Russell-Purrington Panorama Gallery in renovated Hirst Building	50,000
Contingency, interim financing, etc.	46,500
CAMPAIGN GOAL.....	$850,000

An initial challenging investment of $250,000 has already been made by the Cook family, leaving $600,000 to be obtained by public support.

THE PROMISE OF THE FUTURE

The New Bedford Whaling Museum is widely recognized throughout the world for its significance. Other great maritime museums like the Peabody in Salem, the Mariner Museum in Newport News, and Mystic Seaport in Connecticut attract throngs of visitors interested in the sea. But when it comes to whaling, this museum is without peer.

The name of one city in the world, New Bedford, immediately conjures visions of the great whaling era. For it was here that whaling voyages were planned, financed, staffed, outfitted, and launched. So the Whaling Museum, like no other, is rooted in the center of the worldwide whaling enterprise.

A visit to the Whaling Museum makes the history of Old Dartmouth come alive. Sharing Johnnycake Hill are the Seamen's Bethel described in Moby Dick and the still active Mariner's Home. Other important historic sites in the area become more meaningful after a visit.

* * * *

In addition to the human values of the Museum's programs, the Museum itself constitutes an unparalleled economic asset to the area.

According to the Massachusetts Department of Commerce, the average tourist visiting for a day or less spends between $10 and $20 here. Assuming expenditures of $15 per day, this means that the present level of 75,000 visitors attracted by the Museum each year generate more than $1.1 million in new money for the local economy. Accelerated promotional efforts can increase these figures dramatically.

Tourism is already the second largest industry in Massachusetts and continues to grow at an increasingly rapid rate, according to the Department of Commerce.

The last national survey by the U. S. Census of Business reveals that a billion sixty-five million is spent yearly in Massachusetts at hotels and motels, eating and drinking places, and amusement and recreation facilities. In Bristol County these expenditures amounted to more than $58 million, exceeding even those of neighboring Barnstable County.

With the Whaling Museum as a prime attraction to increase the number of visitors, Bristol County can confidently anticipate an even larger share of revenue from tourists.

* * * *

The true measure of the value of the Museum's development program must be in terms of value to <u>people</u>. For when these exciting plans become a reality, all visitors from the fourth grader in New Bedford to the tourist from afar will experience the excitement of whaling as well as the inspiring growth of a nation. Communicating this heritage and continuing to provide stimulating contemporary cultural programs are the heart of the Museum's thrust toward present and future generations.

Just as the Museum's founders in an earlier era combined practicality with foresight to provide the treasures now available to us, our age is called upon to act wisely in behalf of present and future generations.

Today, the Museum is on the threshold of the most siginificant growth in its history. With the support of all who care deeply about the values this museum so effectively communicates, The Whaling Museum Enterprise will be a success. And the investment of time and money now will reap enduring dividends in the lives of many yet to come.

THE NEW BEDFORD WHALING MUSEUM DEVELOPMENT CAMPAIGN
105 William Street - Room 44
New Bedford, Massachusetts 02740 / Telephone 999-3241

S P E C I A L P R E V I E W P R O G R A M

THE SPECIAL PREVIEW PROGRAM

As its name implies, the primary purpose of this program is to share the proposed development plans of The Whaling Museum with a selected group of persons in advance of any announcements to the general public.

It is aimed specifically at thought leaders in Eastern and Southern Massachusetts and will include both persons with considerable giving potential and/or those whose opinions are widely respected.

Participation of these influential leaders during this precampaign phase will accomplish several important things. Many are not fully aware of the breadth and depth of the Museum's existing as well as proposed programs, and their first-hand familiarity will enable them to influence others positively. Their reactions to both the overall program and to its various aspects will be valuable in formulating an effective campaign story for later use. Based upon their responses, possible campaign leaders can be identified. To summarize: their meaningful participation now will provide a foundation upon which a successful campaign can be built.

The Plan

Experience with cultural institutions shows that

the best approach is a series of small, informal dinners held in the homes of key people.

The advantages of this kind of meeting are:

1. In a small group of about ten to fifteen persons the conversational give-and-take will stimulate many ideas that may not be expressed in a large group situation.

2. With an intentionally informal atmosphere, people are likely to speak more frankly and freely.

3. The guests will have a sense, and rightly so, of participating in the planning prior to its final formulation and introduction to the general public.

4. They will realize that their views are of prime importance because they are of the select few whose advice has been sought.

5. And, as has been pointed out, their reactions will be invaluable for subsequent conduct of the campaign.

A pilot dinner meeting for hosts and hostesses is scheduled at the Museum on Thursday, March 25, 1971. As part of the program that evening, hosts and hostesses will choose the date of their dinner meeting during the period April 1-23 and will select the names of those whom they wish to invite.*

*During the course of the initial preview period, additional prospective invitees will come to light, and some new hosts and hostesses will be recruited, thus providing additional coverage of key people.

Attendance at each dinner meeting ideally should be about six to eight couples in addition to the host and hostess. However, it is advisable to invite about ten couples because some will be unable to come to the originally-scheduled dinner and will be invited later to another. If even as few as two couples accept the invitation for a particular dinner, it is suggested that the dinner proceed exactly as planned. This kind of spirit forges successful campaigns.

Invitations

It is suggested that invitations be extended by handwritten note. In cases where the time is too short for a mailed invitation, telephone may be used though it is not usually as effective unless the invitee is a very close personal friend.

In cases where guests cannot attend because of a conflict please advise the Campaign Office of the circumstances (telephone 999-3241) as soon as possible so that another host can extend an invitation.

When extending the invitation, it is essential to explain briefly the purpose of the dinner. Many invitees may be reluctant to accept because they think funds will be solicited or that they may be placed in an embarrassing position. Therefore, it is important

to anticipate this natural reaction and put their minds at ease immediately.

Careful attention and thoroughness in extending and following through as far as possible on this invitational phase is essential for a successful special preview program.

The Meeting Format

Although the keynote of these dinner meetings is intentionally informal, it is desirable to follow a simple agenda within a limited period of time. About an hour and fifteen minutes is ideal for the complete program, though many guests will continue to linger afterwards. (The pilot dinner will last somewhat longer, however).

Following dinner, this is the plan:

1. The host extends welcome and thanks guests for coming.

2. The Preview Program Chairman (or a Board member) explains the purpose(s) of the meeting and gives an overall explanation of the program.

3. The Museum's Director gives a brief chart presentation of the Museum's programs, needs, and plans.

4. The Preview Program Chairman outlines the standards of giving necessary for success, and then he presides over a question and discussion period.

This discussion period is the heart of the meeting, the opportunity to find out what the guests really think about the program.

Some questions like these will stimulate the discussion:

a. Is our case sound?

b. How can it be improved?

c. Have we made our needs understandable?

d. Do you think our prospects will respond to our needs?

e. What appeals to you most in our plans?

f. What is our strongest selling point?

Before the meeting is adjourned, those present should be asked for their verbal support of the plans:

1. Do you think our new programs are vital and beneficial?

2. Are we sound in our planning?

3. Will you support us by speaking favorably of our program to others and by considering a proportionate investment in the program?

Just as the meeting closes, each guest will be given a copy of the Preliminary Case For Support.

Follow-up

After the guests have left and while comments are still fresh in mind the Museum Director should fill out the attendance record and a confidential report

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form noting guest reactions. Their records will be valuable in identifying possible campaign leaders, sources of major contributions, etc.

It is suggested that the host send a short, personal thank you note to each attendee. This is an opportunity to answer any questions that may not have been answered during the meeting. Also, in cases where the guest was especially enthusiastic or volunteered to serve in the campaign, this can be recognized.

SUGGESTED FORMAT FOR INVITATION NOTE

Please note: Each hostess (or host) will have a personal approach in extending an informal, hand-written invitation, so that the following text is suggested as a possible guide to expressing it in your own words:

(From a hostess to a personal friend)

Dear_____,

You and John are invited to join us for dinner next Thursday evening, April 15th. We're also inviting a few others including Richard and Sally Doe, so it should be fun.

Also, one or two members of The Old Dartmouth Historical Society (The Whaling Museum) are coming to share their future plans with us and to ask our reactions and advice.

Please call me if this conflicts with your plans, otherwise we'll look forward to seeing you for cocktails about 6:30 p.m.

Yours etc.,

THE NEW BEDFORD WHALING MUSEUM DEVELOPMENT CAMPAIGN

Standards of Giving Necessary for Success

OBJECTIVE $850,000

Guidelines:

Top 10 Gifts	50-60%	$425,000 - $510,000
Next 50-75 Gifts	30-40%	$255,000 - $340,000
Numerous Remaining	20-25%	$170,000 - $212,500

No. of Pledges	Amount	Total	Cumulative Total
Top 10 (10*)	$470,000	$470,000	$470,000 (55.3%)
6	10,000	60,000	530,000
10	5,000	50,000	580,000
15	3,000	45,000	625,000
30 (60-71)	2,000	60,000	685,000 (80.5%
50	1,000	50,000	735,000
120	500	60,000	795,000
Numerous under $500		55,000	850,000 (100%)

* The top 10 gifts include the pace-setting gift of $250,000; therefore, this means that the other top 9 gifts would break down so as to add up to a minimum of $220,000 (e.g. gifts in amounts of $100,000 - $50,000 - $25,000 - $15,000 etc.)

EXAMPLES OF OTHER SUCCESSFUL

LIMITED CONSTITUENCY, CULTURAL CAMPAIGNS:

A Program in Ohio

Objective	$350,000
Raised	421,000

Top Investment	$100,000	28.6%
Top 10 Investments	165,000	47.1%
Next 60 Investments	89,800	25.6%
Total Top 70 Investments	$254,800	72.3%

A Program in Massachusetts

Objective	$1,750,000
Raised	1,944.746

Top Investment	$ 325,000	18.6%
Top 10 Investments	1,145.000	65.4%
Next 60 Investments	596,000	34.1%
Total Top 70 Investments	$1,741,000	99.5%

A Program in Pennsylvania

Objective	$600,000
Raised	608,123

Top Investment	$150,000	25.0%
Top 10 Investments	374,000	62.3%
Next 60 Investments	102,220	17.1%
Total Top 70 Investments	$476,220	79.4%

A Program in North Carolina

Objective	$2,000,000
Raised	2,613,787

Top Investment	$ 351,615	17.6%
Top 10 Investments	1,462,303	73.1%
Next 60 Investments	917,125	45.8%
Total Top 70 Investments	$2,379,428	118.9%

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THE NEW BEDFORD WHALING MUSEUM DEVELOPMENT CAMPAIGN
105 William Street - Room 44
New Bedford, Massachusetts 02740 / Telephone 999-3241

C A M P A I G N P L A N

"If a man does not know what port

he is steering for,

no wind is favorable to him."

Seneca

4.4.20

Introduction

This initial campaign plan, submitted to the Board of Trustees of The Old Dartmouth Historical Society for approval and later adaptation by the General Campaign Chairman, is based upon tested campaign principles which have been developed by Ketchum, Inc. in its more than fifty years of successful campaign direction.

The success of this plan will hinge upon the presence of three fundamental prerequisites:

1. There must be a clear, compelling NEED - one that is obvious or that can be so made by forceful and effective communication.

2. There must be potentially contributable dollars available in sufficient quantity from the prospective constituency to meet the goal.

3. Finally, and most important of all, there must be strong, capable leadership willing to exert its full influence and determined to accept nothing less than success as its goal.

It is the considered opinion of your campaign director and the firm he represents that each of these prerequisites is partly or wholly met.

Although the need is obvious to few outside the Board at the present time, a convincing case for support can be formulated and communicated to many

prime prospects and opinion makers in a Preview Program that is now underway.

That potentially contributable dollars are available has been indicated by the partial classification of relevant potential donors undertaken by the Board-appointed Campaign Steering Committee. Further refinement of their findings by a knowledgeable Prospect Review Committee will reconfirm, greatly expand, and pinpoint these early conclusions.

The presence of willing leadership is yet to be demonstrated, though some early responses to the Preview Program are a positive indication, and one of the purposes of that program is - in fact - to reveal and involve leaders.

The Campaign Name and Theme

In coordination with the Museum Director an official campaign name has been adopted: "The New Bedford Whaling Museum Development Campaign." Additionally, the abbreviated theme "Whaling Museum Enterprise" - based on the fact that whaling has been referred to as "the whaling enterprise" - has been developed. Whenever possible, whaling or nautical terms and devices will be employed in campaign audio-visual materials to heighten their effectiveness.

The Campaign Goal

The purpose of the campaign is to secure a minimum of $850,000 for a museum theater, a connecting link, and renovation. As a pace-setting gift of

$250,000 has been committed already, this leaves a balance of $600,000 to be obtained by expanded public subscription. It is understood that this represents a first phase and that money raised in addition to the minimum urgent need may be used to implement further aspects of the Museum's long range development plans.

The Payment Period

Solicitations will be conducted primarily on the basis of a 36 month pledge period (four tax years), starting at the time the pledge is made on or before July 30, 1971. A longer payment period may be arranged in special cases and is often recommended up to five years to generate pace-setting investments. All gifts and payments will be acknowledged and are deductible for income tax purposes to the full extent provided by law.

Letters of Intent

Letters of Intent, though not recommended for general use, may be accepted from corporations and non-profit associations to permit commitments beyond their fiscal year.

Disposition of Securities

The disposition of securities is the responsibility of the Board. Normally, securities are transferred and sold immediately. The donor's value for

tax purposes is the mean value on the date of delivery.

Unanticipated Gifts

Any funds accruing to the Old Dartmouth Historical Society in the form of bequests or other gifts during the campaign period shall be credited to the campaign fund unless they are specifically designated for other purposes.

Recognition of Gifts

Important recognition of gifts will be made in the form of share certificates and/or through a program of projects, memorials, and other commemorative identification.

Areas of Support

The campaign will focus primarily on donors in the New Bedford area and Eastern Massachusetts but will include summer residents and others not necessarily located in this geographical area when they have a demonstrated interest in or relevance to the Museum. Prospects will include Museum members, individuals, financial institutions, industries, businesses, carefully screened and selected foundations, and clubs and organizations.

Campaign Responsibility

The Board is responsible for structuring leadership to attain the stated objective. Their full cooperation is essential; however, all decisions as to the advancement of the campaign are vested jointly in the General

Chairman and the professional firm and its representative.

Once the General Chairman is enlisted, he will structure a Campaign Cabinet which is recommended to include: the President of The Old Dartmouth Historical Society, the Campaign Treasurer, chairmen of soliciting divisions, chairmen of non-soliciting committees, and the Museum Director. He may appoint additional members as he sees fit.

Campaign Organization

Experience in this unique type of campaign with both a limited constituency and diverse prospects shows that the most effective campaign organization is a relatively simple one, allowing maximum flexibility for the right volunteer to see the right prospect. Therefore, the campaign organization diagramed on the next page is recommended to do the job effectively:

ENTERPRISE ORGANIZATION

TREASURER (Counting House Agent)

GENERAL CAMPAIGN CHAIRMAN (Agent for the Enterprise)

CAMPAIGN DIRECTOR (Navigator)

CAMPAIGN CABINET (Ships' Keepers)

MASTER of the ENDEAVOUR DIVISION	MASTER of the EAGLE DIVISION	MASTER of the RELIANCE DIVISION
150 Prospects evaluated at $3,000 and up	250 Prospects evaluated at $1,000 - $3,000	480+ Prospects evaluated at under $1,000
Ship's Complement of: 6 Officers with 3 Boat Steerers each - Total of 25 volunteers, each with own card plus 5 other relevant prospects.	Ship's Complement of: 7 Officers with 5 Boat Steerers each - Total of 43 volunteers, each with own card plus 5 other relevant prospects.	Ship's Complement of: 5 Officers with 3 Boat Steerers and 4 Able Seamen reporting to them - Total of 96 volunteers, each with own card plus 5 relevant prospects.

S-U-P-P-O-R-T-I-N-G C-O-M-M-I-T-T-E-E-S

- PUBLIC INFORMATION
- SPEAKERS' BUREAU
- HOSPITALITY & ARRANGEMENTS
- ACCOUNTING

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CONDENSED TIME SCHEDULE FOR THE ENTERPRISE

Pilot Preview Dinner	on March 25
Initial Dinner Meetings	April 1-23
Extending if needed to ...	week of April 26
Enlist and brief General Chairman	on or before March 30
Enlist and brief Endeavour Master	week of April 5
Enlist and brief Cabinet and Supporting Committee Chairmen	week of April 12
Enlist and brief Eagle Division Master	week of April 12
Enlist and brief Reliance Division Master	week of April 19
Enlist and report names of Endeavour Officers	on or before April 30
Brief Endeavour Officers	week of May 3
Enlist and report names of Endeavour Boat Steerers	on or before May 7
ENDEAVOUR DIVISION EMBARKS (Kick-off)	week of May 12
Enlist and report names of Eagle Officers	on or before May 14
Brief Eagle Officers	week of May 17
Enlist and report names of Eagle Boat Steerers	on or before May 21
Enlist and report names of Reliance Officers	on or before May 21
EAGLE DIVISION EMBARKS (Kick-off)	week of May 24
Brief Reliance Officers	week of May 24
Enlist and report names of Reliance Boat Steerers	on or before May 28
Brief Reliance Boat Steerers	week of June 1
Enlist and report names of Reliance Able Seamen	on or before June 4
RELIANCE DIVISION EMBARKS (Kick-off)	week of June 7

General Report Meetings for all Divisions
to be scheduled through to:

V I C T O R Y O N J U L Y 22

Cleanup — week of July 26